

City of Maple Ridge

COUNCIL WORKSHOP AGENDA

March 6, 2017

10:00 a.m.

Blaney Room, 1st Floor, City Hall

The purpose of the Council Workshop is to review and discuss policies and other items of interest to Council. Although resolutions may be passed at this meeting, the intent is to make a consensus decision to send an item to Council for debate and vote or refer the item back to staff for more information or clarification. The meeting is live streamed and recorded by the City of Maple Ridge.

REMINDERS

March 6, 2017

Closed Council

cancelled

Committee of the Whole Meeting

1:00 p.m.

March 14, 2017

Council Meeting

7:00 p.m.

1. **ADOPTION OF THE AGENDA**
2. **MINUTES**
 - 2.1 Minutes of the February 20, 2017 Council Workshop Meeting
3. **PRESENTATIONS AT THE REQUEST OF COUNCIL**
4. **MAYOR AND COUNCILLORS' REPORTS**

5. **UNFINISHED AND NEW BUSINESS**

5.1 **Draft Tourism Strategy**

Presentation by Dan Wilson, Planning and Engagement, Whistler Centre for Sustainability

Staff report dated March 6, 2017 recommending that the draft Tourism Strategy be accepted for stakeholder and public consultation and that the final strategy be provided for consideration upon completion of public consultations.

5.2 **Branding Implementation Plan**

Staff report dated March 6, 2017 recommending that the Branding Implementation Plan be endorsed and that funding for 2017 activities be allocated from the accumulated surplus account.

5.3 **High Performance Standards for Civic Buildings**

Presentation by the Manager of Sustainability and Corporate Planning and by the Research Technician, Sustainability and Corporate Planning.

5.4 **Home Based Business Process Update and Proposed Regulatory Revisions**

Staff report dated March 6, 2017 recommending that the “Proposed Consultation Program” section be endorsed.

6. **CORRESPONDENCE**

7. **BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL**

Links to member associations:

- Union of British Columbia Municipalities (“UBCM”) Newsletter *The Compass*
 - <http://www.ubcm.ca/EN/main/resources/past-issues-compass/2016-archive.html>
- Lower Mainland Local Government Association (“LMLGA”)
 - <http://www.lmlga.ca/>
- Federation of Canadian Municipalities (“FCM”)
 - <https://www.fcm.ca/>

8. ***MATTERS DEEMED EXPEDIENT***

9. ***NOTICE OF CLOSED COUNCIL MEETING***

10. ***ADJOURNMENT***

Checked by: _____
Date: _____

Rules for Holding a Closed Meeting

Section 90(1) A part of a council meeting may be closed to the public if the subject matter being considered relates to one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;
- (c) labour relations or employee negotiations;
- (d) the security of property of the municipality;
- (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure might reasonably be expected to harm the interests of the municipality;
- (f) law enforcement, if the council considers that disclosure might reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment;
- (g) litigation or potential litigation affecting the municipality;
- (h) an administrative tribunal hearing or potential administrative tribunal hearing affecting the municipality, other than a hearing to be conducted by the council or a delegate of council
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (j) information that is prohibited or information that if it were presented in a document would be prohibited from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- (l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report]
- (m) a matter that, under another enactment, is such that the public may be excluded from the meeting;
- (n) the consideration of whether a council meeting should be closed under a provision of this subsection of subsection (2)
- (o) the consideration of whether the authority under section 91 (other persons attending closed meetings) should be exercised in relation to a council meeting.

Section 90(2) A part of a council meeting must be closed to the public if the subject matter being considered relates to one or more of the following:

- (a) a request under the Freedom of Information and Protection of Privacy Act, if the council is designated as head of the local public body for the purposes of that Act in relation to the matter;
- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;
- (c) a matter that is being investigated under the Ombudsperson Act of which the municipality has been notified under section 14 [Ombudsperson to notify authority] of that Act;
- (d) a matter that, under another enactment, is such that the public must be excluded from the meeting;
- (e) a review of a proposed final performance audit report for the purpose of providing comments to the auditor general on the proposed report under section 23 (2) of the *Auditor General for Local Government Act*.

COUNCIL WORKSHOP MINUTES

February 20, 2017

The Minutes of the City Council Workshop held on February 20, 2017 at 10:08 a.m. in the Blaney Room of City Hall, 11995 Haney Place, Maple Ridge, British Columbia for the purpose of transacting regular City business.

PRESENT

Elected Officials

Mayor N. Read
Councillor K. Duncan
Councillor G Robson
Councillor T. Shymkiw
Councillor C. Speirs

Appointed Staff

E.C. Swabey, Chief Administrative Officer
K. Swift, General Manager of Parks, Recreation & Culture
P. Gill, General Manager Corporate and Financial Services
F. Quinn, General Manager Public Works and Development Services
L. Darcus, Manager of Legislative Services
A. Gaunt, Confidential Secretary

ABSENT

Councillor C. Bell
Councillor B. Masse

Other Staff as Required

T. Cotroneo, Manager of Community Services
S. Matthewson, Social Planning Analyst

Note: These Minutes are posted on the City Web Site at www.mapleridge.ca

Councillor Duncan was not in attendance when the meeting started.

1. *ADOPTION OF THE AGENDA*

R/2017-070

It was moved and seconded

That the agenda be adopted as circulated.

CARRIED

2. *MINUTES*

2.1 Minutes of the February 6, 2017 Council Workshop Meeting

R/2017-071

It was moved and seconded

That the minutes of the Council Workshop Meeting of February 6, 2017 be adopted as circulated.

CARRIED

3. ***PRESENTATIONS AT THE REQUEST OF COUNCIL*** – Nil

4 ***MAYOR'S AND COUNCILLORS' REPORTS***

Councillor Speirs

Councillor Speirs participated in the Katzie and Kwantlen First Nations forum for City Council and staff. He attended a Metro Vancouver Utilities Committee meeting and a meeting of the Municipal Advisory Committee on Accessibility Issues. He participated in Heritage Week events hosted by the Heritage Commission and attended the Heritage Awards, the Maple Ridge Fire and Rescue Awards and the announcement by the local MLA's on the response to homelessness. Councillor Speirs also participated in a tour of the Cedarland business.

Councillor Robson

Councillor Robson attended the Maple Ridge Fire and Rescue awards and the local MLA's announcement on response to homelessness.

Mayor Read

Mayor Read attended meetings with the Regional Homelessness Task Force and had the opportunity to present to the Honourable Jean-Yves Duclos, Minister of Families, Children and Social Development. She attended Translink meetings related to Phase 2 funding and presented to the Select Committee on Poverty. Mayor Read hosted a tour of City Hall for Grade 2 students from Yennadon School.

5. ***UNFINISHED AND NEW BUSINESS***

5.1 **Social Planning Discussion**

The General Manager Parks, Recreation and Culture introduced the topic of discussion and introduced Lorraine Copas, Executive Director of SPARC BC.

Note: Councillor Duncan joined the meeting at 10:26 am.

Council requested clarification on how current staff are assigned to social planning issues.

Lorraine Copas delivered her powerpoint presentation and covered the following topics:

- SPARC BC areas of Focus
- What is Community Social Planning
- Tools and Approaches/Frameworks
- The Role of Local Governments
- Social Planning

The Social Planning Analyst provided a power point presentation showing the projects the City currently has related to Social Planning initiatives and why and how the City addresses social planning. The presentation provided information on the following:

Programs

- The Brown Bag Lunch
- The Hive
- The Haney Farmers Market

Policy

- OCP Policy Statements (Chapter 3 and 4 specifically)
- Metro Vancouver Regional Growth Strategy – Goal 4 Develop Complete Communities
- SPAC Bylaws
- Local Strategies endorsed by Council
- 2017 Work Plan and Ongoing Work

R/2017-072

It was moved and seconded

That staff be directed to move forward with the direction identified in the 2017 Business Plan for Social Planning, including filling the two proposed staff positions.

R/2017-073

It was moved and seconded

That the motion be deferred.

DEFEATED

Mayor Read, Councillor Duncan and Councillor Speirs – OPPOSED

Note: Councilor Shymkiw left the meeting at 11:59 am.

The question was called on the main motion.

MAIN MOTION CARRIED

Councillor Robson – OPPOSED

6. ***CORRESPONDENCE***

6.1 **BC Association of Farmers' Markets**

Letter dated January 20, 2017 from Heather O'Hara, Executive Director and Wylie Bystedt, President, Board of Directors, BC Association of Farmers' Markets, providing information on the BC Farmers' Markets, Nutrition Coupon Program ("FMNCP") and requesting that a letter be sent to the Minister of Health supporting the continuation of funding for this program.

R/2017-074

It was moved and seconded

That a letter be sent to the Minister of Health supporting the continuation of funding for the Farmers' Markets Nutrition Coupon Program.

CARRIED

7. ***BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL*** – Nil

8. ***MATTERS DEEMED EXPEDIENT*** – Nil

9. ***APPROVAL OF CLOSED MEETING***

R/2017-C-075

It was moved and seconded

That the Council meeting immediately following this meeting be closed to the public pursuant to Section 90(1) and 90 (2) of the Community Charter as the subject matter being considered relates to the following:

1. **Labour relations or employee negotiations.**
2. **Any other matter that may be brought before the Council that meets the requirements for a meeting closed to the public pursuant to Sections 90 (1) and 90 (2) of the Community Charter or Freedom of Information and Protection of Privacy Act.**

CARRIED

Councillor Robson - OPPOSED

10. ***ADJOURNMENT*** – 12:05 pm

Note: The meeting was reconvened at 12:06 p.m.

R/2017-076

It was moved and seconded

That due to the known lack of quorum for the Committee of the Whole meeting scheduled for 1:00 p.m., staff are directed to move all items on the Committee of the Whole agenda for February 20, 2017 to the Regular Council Meeting scheduled for February 28, 2017.

CARRIED

ADJOURNMENT – 12:07 pm

N. Read, Mayor

Certified Correct

L. Darcus, Corporate Officer

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Draft Tourism Strategy

MEETING DATE: March 6, 2017
FILE NO:
MEETING: Council Workshop

EXECUTIVE SUMMARY:

The Economic Development Committee struck a Tourism Task Force in 2016 to prepare a draft Tourism Strategy. The Economic Development office engaged Centre for Sustainability Whistler as the consultant to facilitate the preparation of the draft strategy. Commencing in August 2016 stakeholders and Task Force members participated in several meetings to prepare the draft Tourism Strategy attached (Appendix 1).

The draft Tourism Strategy is envisioned as 4 year plan. This first year, will involve creating capacity for an enhanced tourism function. Key objectives for 2017 will include continuing engagement with tourism stakeholders and sharing the draft plan with the community, pursuing the implementations of the Municipal and Regional Development Tax (MRDT, commonly referred to as the “Hotel Room Tax”), undertaking a hotel feasibility study and continuing with regional tourism initiatives. A one-time contract position for eight months, for a Tourism Coordinator will be pursued to assist in undertaking this work. This was provided for in the 2017 Economic Development Business Plan and supported by Council.

Years two to four of the draft strategy set out high level strategies to create: exceptional experiences and infrastructure, on-target marketing and communications, and authentic collaboration and deepening capacity. Several actions are proposed for each of these strategies. These will be further refined through additional stakeholder and community input which will be pursued this year.

A final Tourism Strategy will be brought back to Council to consider during business planning. At that time an incremental package will be presented to fund the implementation of a multi-year Tourism Strategy.

RECOMMENDATION(S):

That the draft Tourism Strategy be accepted for stakeholder and public consultation, and

That the final Tourism Strategy be provided for consideration upon completion of public consultation.

DISCUSSION:

a) Background Context

Tourism is one of the fastest growing economic sectors in British Columbia. According to Destinations BC, “with \$14.6 billion generated in revenue in 2014, tourism is outpacing forestry, agriculture and fishing as a leading industry for the province”. The consultants estimate that tourism currently contributes spending of over \$41 million in Maple Ridge.

The Tourism Task Force of the EDC led the development of the Tourism Strategy. This task force had broad representation from the community and collaboration from members of the Cultural Plan working group, along with cross-departmental support to ensure overall alignment. The Tourism Strategy will be an important economic development tool for Maple Ridge for the following reasons:

- With the dearth of employment lands in Maple Ridge, other options for job opportunities should be considered. The natural environment that surrounds the City, the town centre and agrifarm businesses offer a virtually untapped resource that can provide opportunities for investors to create attractions, providing jobs and attracting visitors who can spend money in our community.
- The Tourism Strategy will align with the City's Parks, Recreation and Cultural Master Plan and the new Cultural Plan, supporting development of attractions and events, marketing and communications.
- Tourism and visitor attraction efforts will help to create greater awareness of Maple Ridge, supporting efforts to attract residents to the community, who will contribute to the local economy.
- The Tourism Strategy will align with and support the City branding.

The consultants reviewed alternatives models for the delivery of the tourism program: using an existing member-based organization such as a Chamber of Commerce, developing a new member-based organization with the sole focus on tourism destination marketing a (DMO), or a Municipally led delivery model. This latter option is the recommended approach due to lack of capacity of other organizational models and ease of implementation. The Tourism Task Force can remain in place to continue to provide advice and guidance on tourism matters.

A key guiding principal adopted by the Tourism Task Force is that the draft Tourism Strategy, *"aligns with the community's culture, overall values, identity and principals."* The Tourism Task Force adopted the following vision for tourism:

"Maple Ridge delivers remarkable outdoor, rural and cultural experiences, to visitors from near and far, sharing experiences and stories of our vibrant city centre and community, nestled between historic rivers and spectacular mountains."

The draft Tourism Strategy covers four years from 2017 to 2020 inclusive. It proposes three key strategies to develop the Maple Ridge tourism program: creating exceptional experience and infrastructure, on-target marketing and communications and, establishing authentic collaboration and deepening capacity. A number of high-level actions are presented for each of these strategies along with a phasing plan to implement them. Some of the actions will require a longer term to implement than the four years proposed in the draft Tourism Strategy.

This year, the first year of the draft strategy, will focus on creating capacity for an increased tourism function, and is consistent with the 2017 Economic Development Business Plan. Key objectives for 2017, will include continuing engagement with tourism stakeholders and sharing the draft strategy with the community, pursuing the implementations of the Municipal and Regional Development Tax (MRDT, commonly referred to as the "Hotel Room Tax"), undertaking a hotel feasibility study and continuing with regional tourism initiatives. A one-time contract position for eight months, for a Tourism Coordinator will be pursued to assist in undertaking this work.

During the year, the draft strategy will be further refined through continued stakeholder engagement, so that a final version of the Tourism Strategy, complete with multi-year budgets can be brought to Council for consideration during Business Planning. The community and stakeholder engagement process relating to the draft Tourism Strategy and Cultural Plan will be one and the same to ensure maximum alignment of these two plans. The community engagement for these two Plans will inform the branding refresh process.

In 2020 an assessment will be made on the success of the tourism program and any adjustments required for future years can be considered at that time.

b) Financial Considerations

Council has approved one-time funding of \$90,000 to undertake the hotel feasibility study and to hire a Tourism Coordinator from April to December this year.

c) Public Engagement

There is a need for continued stakeholder engagement to complete the Tourism Strategy to ensure there is broad buy-in from specific groups who have not participated in the development of the draft. This would include the restaurant and hotels groups. The implementation of the MRDT will require the support of the hotels. Additionally, broader community consultation with sports groups and the business community will help to build partnerships going forward. The development of the Cultural Plan offers an opportunity to combine community engagement process for these two Plans. This engagement will help to inform the branding refresh process.

CONCLUSIONS:

The Tourism Task Force of the Economic Development Committee has completed the draft Tourism Strategy. The draft strategy provides a foundation for a robust tourism program delivered by the City of Maple Ridge through the Economic Development Office in alignment with Parks Recreation and Culture. The Tourism Task Force will continue to provide guidance and advice on tourism matters going forward. Actions identified in the draft strategy for 2017, will serve to strengthen community and industry buy-in and to build capacity for the implementation of a multi-year tourism program.

“Original signed by Lino Siracusa”

Prepared by: Lino Siracusa, Manager Economic Development

“Original signed by Kelly Swift”

Concurrence: Kelly Swift, General Manager, Parks Recreation and Culture

“Original signed by E.C. Swabey”

Concurrence: **E.C. Swabey**
Chief Administrative Officer

/ls



Maple Ridge Tourism Strategy 2017-2020

Acknowledgements

This Tourism Strategy was developed with our Tourism Task Force, members of the tourism community, as well as City staff. We would like to acknowledge and thank all who participated in the process through numerous workshops, attending the public open house, other events and by serving on the Task Force. Contributions from the tourism community provided invaluable information and insights throughout the process.

THE TOURISM TASK FORCE

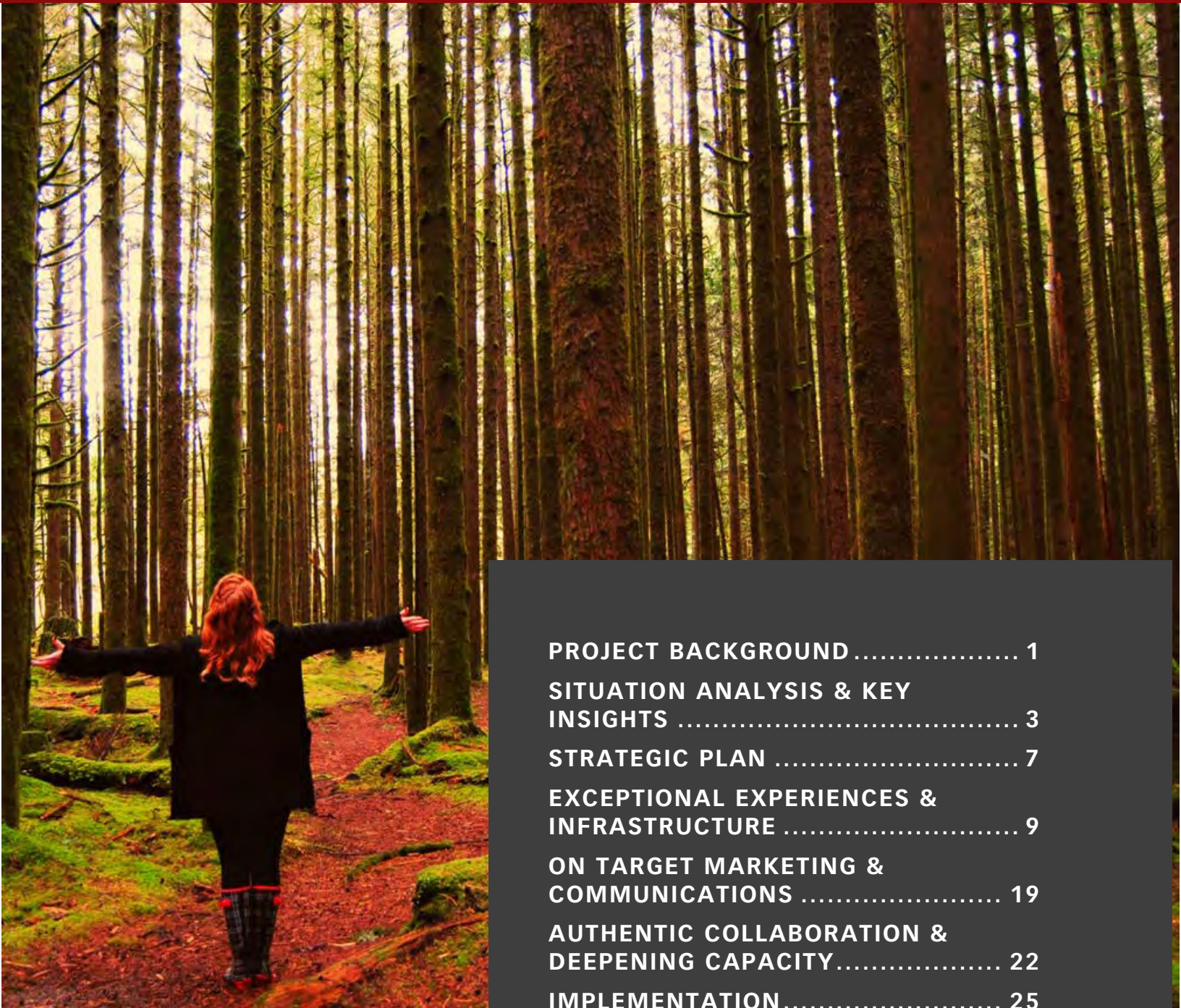
The Task Force members represented the community's interests in the project and worked closely with the Whistler Centre for Sustainability

Alex Wells	Graham Vanstone
April Nickerson	Heather Gill
Brenda Fernie	Jackie Show
Brenda Smith	Josef Hans Lara
Cass Winder	Kaila Klassen
Charles Cantos	Kailla Bentley
Chris Laing	Karen Pighin
Chrislana Gregory	Lino Siracusa
Cindy Stevenson	Nicole Archer
Deddy Geese	Nicole Driedger
Dianne Stoesz	Paul Lawson
Eileen Dwillies	Vickie Fulton
Emma Davison	Vicki McLeod
Erica Williams	Yvonne Chui

Appendix A: includes the names of other individuals and organizations who contributed feedback and ideas at various outreach events and during review periods.

"Photo Credit – Ray Urner Photography"

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Plan Quickview

Background (Page 1)

PROJECT

The City of Maple Ridge is set in the Mighty Fraser tourism region of the Province of British Columbia and offers a unique set of characteristics that draw visitors and residents to the community and greater region. Trails, provincial parks, rivers, together with agriculture and food experiences, attractions, unique shops, local festivals and vibrant events make Maple Ridge an exciting destination for local day-trippers or those visiting for a few days.

The City of Maple Ridge, through its Economic Development Committee, engaged a Tourism Task Force to create this strategy and hosted workshops and open houses for tourism stakeholders. Between August and October 2016, the Task Force worked to understand local tourism resources, assets, gaps and potential opportunities; tourism trends for the region and province; identify a tourism vision and shared direction for moving forward to capitalize on existing and emerging opportunities and finally developed a governance and financial approach to help implement the strategy.

Implicit in this strategy is the understanding that this strategy serves the interests of Maple Ridge residents first and as visitors' interest in Maple Ridge increases, tourism activities will be developed accordingly.

Insights and Opportunities (Page 3)

TOURISM VALUE AND LOCATION

- Situated next to the largest population and growing visitor base in BC makes for easier marketing and communications
- Transportation infrastructure exists, though the Westcoast Express could be improved to enhance the experience and local access on weekends
- There could be an opportunity to draw visitors from the Haney by-pass
- Proximity to international airports makes access easier
- Regional connections make tourism collaboration easier

VISITOR VOLUME AND SEASONALITY

- Tourism is alive and present in Maple Ridge which provides a foundation for growing it
- Tapping into existing BC Park visitors will help expose more people to Maple Ridge
- A rural lower cost alternative to Vancouver could be a selling point when Vancouver accommodation and activities are at capacity

THE VISITOR

- Leverage the high levels of familiarity and visitation to Vancouver Coast Mountains area especially from Lower Mainland residents
- The Internet and/or using applications on smart phones continue to emerge as important information sources
- Maintain exceptional quality of service, due to social media word of mouth referrals
- Highlighting 'value' accommodation offerings to the Lower Mainland during slower periods
- Better understanding the Tourism Commission market segmentation tool will help to develop marketing materials and experiences

POPULATION AND LABOUR FORCE

- Development of new community amenities can be supported by an increase in visitation
- Tourism can help support the City of Maple Ridge growth targets, by introducing people to the area. Some of these people may eventually wish to reside in Maple Ridge
- A tourism workforce already exists in Maple Ridge in some sectors

TOURISM OFFERINGS, ASSETS AND INFRASTRUCTURE

- Promoting the natural area backdrop will highlight the area's recognized strengths
- More focus and guidance toward a limited number of high quality experiences or itineraries could help to ensure seamless experiences
- Country Fest, Caribbean Festival and the Haney Farmers Market are large events to promote and build off
- An events and festivals strategy could be developed to leverage, bundle and market existing and new events to maximize attendance and sponsorships to deliver excellent experiences
- More accommodation (possibly downtown) would complement existing tourism offerings, venues and meeting facilities
- Physical (bike/walking) connections and wayfinding can enhance rural quaintness and the downtown area

OTHER TRENDS

- Utilize BC Parks to attract visitors into Maple Ridge, develop new experiences with the local First Nation and be authentic
- Ensure that visitors are taking part in the best experiences Maple Ridge has to offer so they promote it on social media
- In addition to the Destination BC visitor market tools, understand the age demographics in the Lower Mainland to better target experiences and communications



Our Plan (Page 7)

GUIDING PRINCIPLES (PAGE 7)

The following guiding principles are commitments that will guide strategy development. Input for the guiding principles came from the Tourism Task Force as well as tourism stakeholder workshops held in fall 2016. The group input was collated and captured in the following list.

- Align with the community's culture, overall values, identity and principles
- Create measurable and demonstrable results
- Support, enhance and preserve the natural environment and natural resources
- Respect and support the live, work, play, stay opportunities for residents and businesses
- Work with the community, tourism stakeholders and existing/new development to increase tourism assets
- Recognize the value of working with local neighbourhoods, neighbouring communities and the region to attract visitors
- Strengthen existing core attractions before creating new ones

TOURISM VISION (PAGE 7)

Maple Ridge delivers remarkable outdoor, rural and cultural experiences to visitors from near and far, sharing experiences and stories of our vibrant city centre and community, nestled between historic rivers and spectacular mountains.

TOURISM FOCUS AREAS (2017-2020) (PAGE 9)

Our focus areas are the big categories of strategic direction and action that will help us to achieve our vision. They are based on the assets we have or need to develop as well as the opportunities to move toward our vision. The focus areas are;

EXCEPTIONAL EXPERIENCES & INFRASTRUCTURE: Curate existing remarkable experiences while expanding product and infrastructure to support more visits and longer stays.

ON TARGET MARKETING & COMMUNICATIONS: Identify the brand and create a mix of marketing and communications activities to attract visitors.

AUTHENTIC COLLABORATION & DEEPENING CAPACITY: Ensure stable funding, deep partnerships and the right people and know how.



TOURISM TYPES

The tourism types we will focus on are prioritized from left to right and by colour green to red.



Festivals and Events	Agritourism	Friends and Family	Education Tourism
Outdoor Recreation / Nature Tourism	Arts Culture and Heritage	Sport Event Tourism	Aboriginal Tourism
Meetings and Conferences	Wedding Tourism	Urban/City Shopping	Other

FOCUS AREAS (5 YEAR)		EXCEPTIONAL EXPERIENCES & INFRASTRUCTURE					
ACTIONS FOR CONSIDERATION PG. 9	STRATEGIC DIRECTIONS (5 years)	DIRECTION 1: DEVELOP 'PRIORITY' EXPERIENCES IN MAPLE RIDGE FOR BOTH RESIDENTS AND VISITORS	DIRECTION 2: CURATE EXISTING OFFERINGS AND TURN THEM INTO TRULY REMARKABLE EXPERIENCES	DIRECTION 3: DEVELOP LODGING OPTIONS TO SUPPORT MAPLE RIDGE EXPERIENCES	DIRECTION 4: DEVELOP PUBLIC FACILITIES THAT SUPPORT NEW RESIDENT AND VISITOR EXPERIENCES	DIRECTION 5: ENCOURAGE INVESTMENT IN NEW PRIVATE SECTOR EXPERIENCES	DIRECTION 6: RESIDENT AND VISITOR FOCUSED WAYFINDING AND TRANSPORT
	YEAR 1	<ul style="list-style-type: none"> A hotel feasibility/attraction study to help facilitate additional accommodation in Maple Ridge. 			<ul style="list-style-type: none"> A review of how Airbnb and short-term rentals might play in tourism and the impact it could have on neighbourhoods. 		
	PHASE 2 Curate Experiences	<ul style="list-style-type: none"> Identify and enhance the top 10 experiences 	<ul style="list-style-type: none"> Actively pursue an accommodation partner to build a hotel in the Town Centre 	<ul style="list-style-type: none"> Enhance nature/ outdoor experiences: <i>Improve the accuracy of the current Maple Ridge Trail Map</i> 	<ul style="list-style-type: none"> Arts, culture and heritage: <i>Continue promoting existing ACH activities in Maple Ridge</i> 	<ul style="list-style-type: none"> Agritourism Access, Events and Linkages 	
	PHASE 3 Develop Visitor Services and Experiences	<ul style="list-style-type: none"> Package experiences together into sample itineraries and communicate 	<ul style="list-style-type: none"> Enhance nature/ outdoor experiences: <i>Improve Maple Ridge trail networks into truly connected multi-use routes</i> 	<ul style="list-style-type: none"> Coordinate and support events and festivals experiences: <i>Continue supporting current Events/ Festivals</i> 	<ul style="list-style-type: none"> Arts, culture and heritage: <i>Incorporate a tourism lens into the ACH strategy</i> 	<ul style="list-style-type: none"> Ensure that investments in City facilities and infrastructure consider visitors and the value of tourism 	
	PHASE 4 Harvest the Synergies	<ul style="list-style-type: none"> Continue to implement Phase 2 activities Attract an accommodation partner to the Town Centre 	<ul style="list-style-type: none"> Develop a plan for Whonnock Lake to support enhanced visitor experiences Enhance nature/outdoor experiences: <i>Encourage recreation equipment rentals</i> 	<ul style="list-style-type: none"> Enhance nature/outdoor experiences: <i>Develop outdoor tourism hotspots in Maple Ridge</i> Continue to increase the vibrancy and pedestrian nature of the downtown 	<ul style="list-style-type: none"> Coordinate and support events and festivals experiences: <i>Event/Festival calendar and strategy</i> Develop and link up conference spaces in the Town Centre, eg Chances, The Act, Shopping malls, municipal spaces 	<ul style="list-style-type: none"> Promote existing economic development tools to encourage tourism investment for services to support tourism and potential attractions Develop inviting signage that enhances the sense of arrival in Maple Ridge 	
	PHASE 4 Harvest the Synergies	<ul style="list-style-type: none"> Continue relevant activities from previous phases 	<ul style="list-style-type: none"> Assist in pursuing development of a hotel, or Airbnb options 	<ul style="list-style-type: none"> Develop tourist accommodation in rural areas and along the rivers 	<ul style="list-style-type: none"> Implement the plan for Whonnock Lake 	<ul style="list-style-type: none"> Coordinate and support events and festivals experiences: <i>Continue to leverage the regional film industry and film festival circuit for a unique festival</i> 	

ON TARGET MARKETING & COMMUNICATIONS

DIRECTION 1: MAPLE RIDGE RESIDENTS AS AMBASSADORS FOR THE COMMUNITY

DIRECTION 2: CONNECT EXISTING AREA VISITORS TO MAPLE RIDGE EXPERIENCES

DIRECTION 3: DEVELOP A MARKETING PLAN, E- INFRASTRUCTURE & CONTENT TO SUPPORT COMMUNICATIONS TO NEW AND EXISTING VISITORS

- Continuation of existing regional and local tourism marketing activities and a limited marketing plan.

- Increase community knowledge and involvement in tourism activities and value
- Work with tourism related business to cross promote Maple Ridge
- Continue to implement Phase 2 activities
- Continue implementation of previous activities as per marketing plan
- Develop a multi-year marketing plan
- Build off community branding project to articulate a Maple Ridge tourism brand
- Develop and implement a media relations plan
- Launch self-serve tourism information kiosks with maps in high traffic areas
- Foster regional and coop marketing
- Develop E-infrastructure to support online marketing efforts
- Develop and implement a media relations plan
- Continue to develop high quality media (photo, video) content to support the brand and marketing collateral

AUTHENTIC COLLABORATION & DEEPENING CAPACITY

DIRECTION 1: SECURE MULTI- YEAR FUNDING FOR TOURISM

DIRECTION 2: DEVELOP A MONITORING AND EVALUATION PROGRAM

DIRECTION 3: WORK WITH STAKEHOLDERS AND PARTNERS

- Hiring a Tourism Coordinator to support the aforementioned actions and to develop community support and an application to pursue MRDT funding for 2018.

- Continue to secure MRDT funding, implement MDRT funding by Q3
- Establish a set of indicators / survey for tracking progress
- Continue to engage the broader tourism sector
- Continue to build relationships with tourism marketing organizations in the region
- Continue to engage City staff in the implementation of this strategy
- Continue Phase 2 activities
- Develop an annual evaluation process
- Continue implementation of previous activities
- Develop a 3-5 year Tourism Strategy



Project Background

INTRODUCTION AND SCOPE

The City of Maple Ridge is set in the Mighty Fraser tourism region of the Province of British Columbia and offers a unique set of characteristics that draw visitors and residents to the community and greater region. Recent branding work identified nature and the outdoors as key aspects of the Maple Ridge Identity. Trails, provincial parks, rivers, together with agriculture and food experiences, attractions, unique shops, local festivals and vibrant events make Maple Ridge an exciting destination for local day-trippers or those visiting for a few days. Tourism is proving to be one of the faster growing industries in British Columbia and this growth, coupled with an expanding Lower Mainland population provides an opportunity for the City of Maple Ridge to receive tourism benefits such as:

- Increasing community pride
- Contributing to the development and vibrancy of festivals, events, pedestrian oriented areas and shopping districts
- Improving small business profitability and providing local jobs
- Attracting new residents and economic development to the community
- Increasing commercial assessments
- Supporting the funding of municipally owned assets such as parks, recreation and sports facilities, convention spaces or arts and culture locations
- Neighbouring communities are implementing visitor attraction strategies in order to receive some of these benefits and the City of Maple Ridge risks being bypassed without their own approach.



The City of Maple Ridge, through its Economic Development Committee, engaged a Tourism Task Force to create this strategy and hosted workshops and open houses for tourism stakeholders. City staff were also engaged in reviewing and commenting on the plan as it was developed. Between August and October 2016, the Task Force worked to understand local tourism resources, assets, gaps and potential opportunities; tourism trends for the region and province; identify a tourism vision and shared direction for moving forward to capitalize on existing and emerging opportunities and finally developed a governance and financial approach to help implement the strategy.

The tourism strategy itself articulates guiding principles; a vision; and what the community and tourism partners should focus on primarily – the strategic directions and actions – to achieve success together over the next 3 years. In 2019, this strategy should have a thorough review of trends and progress in order to make adjustments and respond to more recent trends and progress to establish programs and resources required for future years.

This strategy will serve as a guide to implementing tourism for all the individuals and organizations involved in Maple Ridge tourism and it describes how an organization can be resourced to support tourism in Maple Ridge. Implicit in this strategy is the understanding that this strategy serves the interests of Maple Ridge residents first and as visitors' interest in Maple Ridge increases, tourism activities will be developed accordingly.



Situation Analysis & Key Insights

The following situation analysis and key insights is a summary of a detailed Maple Ridge Current Reality Brief.

CURRENT TOURISM VALUE AND LOCATION

In 2014, tourism directly employed 127,500, generated over \$14.6 billion in revenue and contributed \$825 million in tax revenues to BC. The sector clearly makes a significant contribution to the BC economy and job base and continued to grow through 2016. Located in southwestern BC, the City of Maple Ridge and region offers a unique set of characteristics that draw visitors and residents to the community. Trails, provincial parks, agriculture and food experiences, attractions, community support and local festivals and vibrant events make it an exciting destination. We estimated tourism revenues in and around Maple Ridge in the range of \$41 million as of 2015. Estimated room revenues for the area were \$3.7 million and the estimated full time equivalent jobs were 360. ¹ Based on interviews with tourism stakeholders, tourism in Maple Ridge grew through 2016.

INSIGHTS

- Situated next to the largest population and growing visitor base in BC makes for easier marketing
- Transportation infrastructure is there but, the Westcoast Express could be improved to enhance the experience and local access on weekends
- There could be an opportunity to draw visitors from the by-pass
- Proximity to international airports makes access easier
- Regional connections make tourism collaboration easier

A RAPIDLY GROWING POPULATION AND LABOUR FORCE

Maple Ridge has experienced rapid growth over the last 30 years, more than doubling in population to 76,052 people as of the 2011 Census of Canada count. The population for the City of Maple Ridge is projected to be 108,900 in 2031, growing faster than the BC average.

Maple Ridge has a much higher proportion of young families and children than other municipalities in the Lower Mainland. About 3,600 work in accommodation, food services and recreation, which means Maple Ridge may have a strong tourism labour pool to draw on as tourism expands.

INSIGHTS

- Development of new community amenities can be supported by an increase in visitation
- Tourism can help support the City of Maple Ridge growth targets, by introducing people to the area. Some of these people may eventually wish to reside in Maple Ridge
- A tourism workforce already exists in Maple Ridge in some tourism sectors

¹Estimated from BC Tourism Indicator Report, BC Stats Room Revenues, BC Parks Estimated Spending, Maple Ridge Accommodation Listings, BC Parks Stats for Golden Ears Park.

VISITOR VOLUME AND SEASONALITY

Total visitor volume data for Maple Ridge is limited due to a lack of historic monitoring efforts however, BC Parks data sets do show that 100-150k visitors spend a night in Golden Ears Provincial Park annually with 600-700k visiting for the day. The park is one of the busiest in the province and this visitation from the region is growing.

Data from BC Parks, the former Visitor Centre and anecdotal evidence seems to indicate that visitation is quite seasonal with summer being the most popular time of the year to visit, with spill over from other busy Lower Mainland destinations.

INSIGHTS

- Tourism is alive and present in Maple Ridge which provides a foundation for growing it
- Tapping into existing park visitors will help expose more people to Maple Ridge
- A rural lower cost alternative to Vancouver could be a selling point when Vancouver is at capacity
- Golden Ears Park is a key resources that can be leveraged to attract visitation elsewhere in the City

TOURISM OFFERINGS, ASSETS AND INFRASTRUCTURE

Located between the Fraser River to the south and the iconic Golden Ears Mountain to the north, the historic City of Maple Ridge is a destination designed for outdoor experiences and immersion in nature. It is a place where people can unwind and enjoy the best of what nature has to offer, with a sophisticated urban setting close by. Maple Ridge has an abundance of natural areas and trails, camping, equestrian, hiking, cycling and water-based amenities as well as high quality arts infrastructure and some unique meeting/retreat offerings. These activities along with existing and proposed agricultural and rich heritage attractions and enduring festivals and events could be focus areas for the regional leisure visitor. With recent additions and improvements to the downtown area, and exciting civic projects planned, this location could support additional heritage attractions, public art, festivals and events and make overnight stays more enjoyable. Business travel and potentially sports tourism are currently challenged by a lack of accommodation and conference space, though creative use of existing space could make this more appealing. With so many activities available, packaging and communicating itineraries could help focus visitors on key experiences. The planned new community facilities along with the upcoming Cultural Plan will provide additional opportunities for tourism, which will help support on-going operating costs.

INSIGHTS

- Promoting the natural area backdrop will highlight the area's recognized strengths
- More focus and guidance toward a limited number of high quality experiences or itineraries could help to ensure seamless experiences
- Country Fest, Caribbean Festival and the Haney Farmers Market are large events to promote and build off
- An events and festivals strategy could be developed to leverage, bundle and market existing and new events to maximize attendance and sponsorships to deliver excellent experiences
- More accommodation (possibly downtown) would complement existing tourism offerings, venues and meeting facilities
- Physical (bike/walking) connections and wayfinding can enhance rural quaintness and the downtown area
- Tourism presents an opportunity to support new civic and recreation facilities and programming

THE VISITOR

VANCOUVER COAST MOUNTAINS VISITORS (VCM)

- 8.3 million overnight visitors visit the Vancouver Coast Mountains
- 3 Top VCM Markets: BC residents(45%), Washington(10%), Alberta(6%) – Maple Ridge/Golden Ears surveys show a strong segment from the UK/Germany as well
- Travel Motivations: 67% travelled for leisure, friends and family 26%
- Activities include: Visit a national, provincial or nature-park, outdoor activities, cultural activities

MARKET SEGMENTATION:

Values are better incorporated into the way destinations or services are marketed and delivered now. Using the Canadian Tourism Commissions (CTC) Explorer Quotient (EQ) segmentation tool BC's and Maple Ridge markets would be: Gentle Explorers (mostly BC residents), Free Spirits, Authentic Experiencers and Cultural Explorers. Comfortable experiences, thrills and learning are key aspects of tourism experiences for these markets.

INSIGHTS

- Leverage the high levels of familiarity and visitation to VCM especially from Lower Mainland residents
- The Internet and/or using applications on smart phones continue to emerge as important information sources
- Maintain exceptional quality of service, due to social media word of mouth referrals
- Highlight the wide variety of available outdoor activities to encourage future trips
- Highlighting 'value' accommodation offerings to the Lower Mainland during slower periods
- Better understanding the CTC EQ segmentation tool will help to develop marketing materials and relevant experiences

OTHER TRENDS

Worldwide Competition: Around the world, tourism is one of the fastest growing economic sectors, but it is also one of the most competitive. British Columbia continues however to perform better than Canada with a rise of visitors from the US for the first time in many years as well as China. Cities in BC are positioning themselves to attract these visitors by allocating resources for tourism initiatives and engaging in proactive strategies to attract tourism to their community by offering authentic experiences.

Authentic Experiences: Travellers are seeking more meaningful and personal connections from travel. Parks support these experiences and Aboriginal cultural tourism is a fast growing sector with 1 in 4 visitors seeking these experiences as part of the stay. Visitors are looking for a variety of itineraries, some may be focused on outdoor adventure while others may be more passive and urban oriented.

INSIGHTS

- Leverage the high levels of familiarity and visitation to BC
- Be prepared to compete to attract visitors
- Utilize the Parks to attract visitors into Maple Ridge and develop new experiences with the local First Nation. Be authentic
- Maintain exceptional quality of service, due to social media
- Leverage the high number of local workforce already working in tourism to work in Maple Ridge
- Ensure that visitors are taking part in the best experiences Maple Ridge has to offer
- In addition to the EQ tools, understand the age demographics in the Lower Mainland to better target experiences and communications

Trip Planning: The importance of technology in trip planning and communications is increasingly connecting visitors with travel information, but more importantly social media and online marketing has shifted from destinations to travellers.

Labour Market: Tourism employs many people, but the Province's human resource organization for tourism Go2hr, is projecting a shortfall of workers to fill the anticipated job growth.

Net Promoter Score: With travellers becoming marketers, word of mouth advocacy is becoming the most sought after activity by tourism marketers.

Demographics: Demographics have a significant role to play in determining future travel markets. It is expected that in 2036, one in four Metro Vancouver residents will be 65+. Travel by young adults is quickly growing and it is expected to increase by 6.3% per year to 2020 and has already shown some signs of resiliency for travel to Canada. Growth in arrivals at emergent locations in Asia and Pacific destinations is expected to double that of advanced economies (Americas and Europe) between now and 2030.



Strategic Plan

GUIDING PRINCIPLES

The following guiding principles are commitments that will guide strategy development. Input for the guiding principles came from the Tourism Task Force as well as tourism stakeholder workshops held in fall 2016. The group input was collated and captured in the following list.

The tourism strategy will:

- Align with the community's culture, overall values, identity and principles
- Create measurable and demonstrable results
- Support, enhance and preserve the natural environment and natural resources
- Respect and support the live, work, play, stay opportunities for residents and businesses
- Work with the community, tourism stakeholders and existing/new development to increase tourism assets
- Recognize the value of working with local neighbourhoods, neighbouring communities and the region to attract visitors
- Strengthen existing core attractions before creating new ones

OUR VISION

Our vision for tourism describes the big outcome we hope to achieve by 2020. Input for the vision is from the Tourism Task Force as well as tourism stakeholder workshops held in fall 2016. The group input was collated and captured in the following statement;

Maple Ridge delivers remarkable outdoor, rural and cultural experiences to visitors from near and far, sharing experiences and stories of our vibrant city centre and community, nestled between historic rivers and spectacular mountains.

TOURISM FOCUS

MARKET

The strongest initial market for Maple Ridge is the Lower Mainland and the Fraser Valley with both residents and visitors coming to Maple Ridge and the area for the day or with friends overnight. Initial strategies should focus on attracting these visitors to the outdoors to experience the natural amenities and also the commercial districts in Maple Ridge. As experiences develop and more facilities such as accommodation become available then the marketing focus can shift toward overnight guests from further afield such as the Pacific Northwest, Alberta and other International Markets. Until visitor services are more established, visitors will need to be somewhat self-sufficient in accessing recreation items like bikes, boats, fishing gear, etc, though the Economic Development department can seek these types of service providers.

TOURISM TYPES

Tourism offerings cover quite a range of experiences and markets and there are at least 11 different tourism types communities can deliver.

Through the planning process the Task Force considered criteria such as the Lower Mainland market, values held by travelers, the nature of the community, what makes Maple Ridge unique/memorable and what experiences are most developed at this time. With these criteria in mind they prioritized the 'top' tourism types in the following manner:

Outdoor Recreation / Nature Tourism	Meetings and Conferences	Arts Culture and Heritage	Wedding Tourism
Festivals and Events	Friends and Family	Agritourism	Education Tourism
Sport Event Tourism	Aboriginal Tourism	Urban/City Shopping	Other

PRIORITY 1:

Outdoor Recreation/Nature Tourism: access to nature, lakes and waterways, trails by foot, bike or horse

PRIORITY 2:

Agritourism; Festivals and Events; Arts, Culture and Heritage; Small Offsite Events – Meetings/Weddings

PRIORITY 3:

Sport Event Tourism; Urban/City Shopping

Priority 4:

Aboriginal Tourism if opportunities are presented sooner e.g Cultural Centre and potential partnerships with local First Nation communities.

Note: These offerings are somewhat similar to other communities in BC, so developing a unique brand and experience highlights will help to ensure Maple Ridge is set apart from other areas.

OUR FOCUS AREAS

Our Focus Areas are the big categories of strategic direction and action that will help us to achieve our vision. They are based on the assets we have or need to develop as well as the opportunities to move toward our vision. The Focus Areas are;

1. **Exceptional Experiences & Infrastructure**
2. **On Target Marketing & Communications**
3. **Authentic Collaboration & Deepening Capacity**

Exceptional Experiences & Infrastructure

DIRECTION 1: DEVELOP 'PRIORITY' EXPERIENCES IN MAPLE RIDGE FOR BOTH RESIDENTS AND VISITORS

ACTION 1: ENHANCE NATURE/OUTDOOR EXPERIENCES

IMPROVE PRIORITY MAPLE RIDGE TRAIL NETWORKS INTO TRULY CONNECTED MULTI-USE ROUTES

While promoting the size and variety of the trail network it is important to ensure that some priority routes are 'visitor ready'. This means the trails are completed and well-maintained, provide signage and offer fully connected routes. These visitor ready routes can be highlighted in new or updated trail brochures or applications for mobile devices. Amenities such as interpretive signs, historical markers, and private food and beverage stops can be offered along the trails to enhance the experience.

IMPROVE THE ACCURACY OF THE CURRENT MAPLE RIDGE TRAIL MAP

The current Maple Ridge trail map includes most of the trails in and around Maple Ridge however the accuracy of the specific trail uses and trail connectivity needs to be improved to make it both resident and visitor friendly.

DEVELOP OUTDOOR TOURISM HOTSPOTS IN MAPLE RIDGE

Lower Mainland markets see Maple Ridge as an outdoor natural experience get away. Leverage this perception. Maple Ridge has a Parks Master Plan which addresses tourism and offers insight on how new parks and community amenities can be developed for the benefit of residents and visitors alike. Explore opportunities to collaborate with Metro Vancouver and the Province to expand parks and offer more

amenities, e.g more camping opportunities in Golden Ears park, increased promotion of Kanaka Creek Regional Park, etc.

Building on these activities, Maple Ridge could enhance outdoor experiences by enhancing outdoor recreation 'hot spots' such as:

- Whonnock Lake
 - a. Non-motorized boating, trails around the park and lake, enhanced amenity areas may include camping, or other adventure theme attractions and enhanced food and First Nations tours, friendship centre.
- Alouette River/Lake
 - a. Rafting adventures, trails for leisurely hikes and bird watching, fish ladder and fishing, horseback riding tours. Build off the new horseback camping opportunities in this area and beyond into Golden Ears Park.
- Fraser River
 - a. Sturgeon and salmon fishing, enhanced facilities for boating such as boat launch maintenance and storage, waterfront hub possibly in Port Haney , or elsewhere as appropriate, possible accommodation, boardwalk and trail system linking key nodes and activity areas.
- Other areas and considerations
 - a. Mountain areas offer opportunities for hiking and climbing, developing a Maple Ridge "Grind", developing and promoting mountain bike and motor cross trails, day hikes, adventure tourism experiences, etc.
 - b. Partner with other communities to cross promote some activities such as mountain biking and leverage other communities experiences (e.g Mission) to learn how best provide and promote these activities.

ENCOURAGE RECREATION EQUIPMENT RENTALS

Recreation equipment rentals such as bikes, boats, stand up paddleboards, canoes, kayaks, horses, fishing equipment, etc. will make it easier for visitors to participate in more Maple Ridge activities. Easy access to activity participation leads to longer stays.

ACTION 2: COORDINATE AND SUPPORT EVENTS AND FESTIVALS EXPERIENCES EVENT/FESTIVAL STRATEGY AND CALENDAR

An event/festival strategy should look to stakeholders to set tourism goals and identify the right timing, packaging and promotion of events/festivals to help meet goals for boasting community pride as well as tourism. The strategy might include identifying, attracting or growing a signature outdoor event to support the tourism brand for Maple Ridge. Leveraging the current events/festivals calendar will help to promote current activities and provide a baseline to assess how the schedule can be enhanced to further event/festival goals.

CONTINUE SUPPORTING CURRENT EVENTS/FESTIVALS*

Continue to support third party events and festivals in Maple Ridge, by providing logistical services, facilities/parks use and other activities to make it easy to host events/festivals in Maple Ridge.

CONTINUE TO LEVERAGE THE REGIONAL FILM INDUSTRY AND FILM FESTIVAL CIRCUIT FOR A UNIQUE FESTIVAL

Maple Ridge is a popular filming location for the regional film production industry and The ACT Arts Centre



ACTION 3: ARTS, CULTURE AND HERITAGE (ACH)

CONTINUE PROMOTING EXISTING ACH ACTIVITIES IN MAPLE RIDGE

Highlight and promote Maple Ridge's strongest ACH experiences in order to build community pride and attract visitors into the town centre where they can also participate in a broader suite of offerings such as restaurants, unique retail and public parks.

INCORPORATE A TOURISM LENS INTO THE ACH STRATEGY

Ensure that a tourism lens and visitor perspective is included when developing the Cultural Plan and events and festivals strategy.

ACTION 4: AGRITOURISM ACCESS, EVENTS AND LINKAGES

ENSURE ACCESS TO AGRICULTURAL AREAS

Ensure a safe road/pedestrian/cycling network and directional signage to access the agricultural experiences in Maple Ridge so that visitors can easily get from one experience to the other in the most efficient and safe manner possible. Enhance the application process for operators who apply to guide visitors to these areas.

HIGHLIGHT FARM TO TABLE EXPERIENCES IN TOWN

Develop a festival or campaign that may build off the Golden Harvest event already underway to promote the use of the local valley food at the top restaurants and eateries in Maple Ridge.

SUPPORT AGRICULTURAL LAND RESERVE (ALR) EVENTS

Promote the use of ALR land in Maple Ridge for farm to table events and other events that bring visitors to the area such as farm weddings or socials, farm cycle tour events, barn dances, etc.

CONTINUE TO WORK WITH REGIONAL PARTNERS ON AGRITOURISM

Continue to support the Circle Farm Tour initiative and other regional marketing agritourism products that encourage visitors to explore the Fraser agriculture area. Develop an enhanced 'value' proposition for food/agriculture organizations to participate. Participate in the Scenic 7 regional tour initiative.

ACTION 5: CONTINUE TO INCREASE THE VIBRANCY AND PEDESTRIAN NATURE OF THE DOWNTOWN

DAYTIME FAMILY ACTIVITIES

Support fun and festive family activities during weekends and holidays to help to create a vibrant atmosphere in the downtown area such as roaming entertainers, pop up theatres/studios or arts workshops and temporary installations and public art.

NIGHT TIME ENTERTAINMENT DISTRICT

Designate an area within the central downtown area such as 224 Street as an entertainment district. The district would feature restaurants and patio dining as well as evening programming to enhance the area's vibrancy and to complement the arts activities in the area.

PEDESTRIAN ORIENTED AREAS

Continue to enhance the pedestrian experience of downtown by adding crosswalks, sidewalks and separated bike lanes. Consider linkages between activity areas, perhaps a block or two as pedestrian-only to bridge the transition from commercial activity on 224 Street and public spaces.

ENHANCED LIGHTING AND DESIGN

Develop a lighting strategy to enhance the look and feel of the downtown area and to complement actions to increase vibrancy in this area.

DIRECTION 2: CURATE EXISTING OFFERINGS AND TURN THEM INTO TRULY REMARKABLE EXPERIENCES

ACTION 1: IDENTIFY AND ENHANCE THE TOP 10 EXPERIENCES

IDENTIFY THE TOP 10 EXPERIENCES/ EATERIES ETC. IN MAPLE RIDGE

Narrowing down the top experiences and highlighting these will ensure that visitors are getting the best experience possible in Maple Ridge. Using tools such as the Maple Ridge Pitt Meadows A-List and travel rating websites like Trip Advisor, narrow down the top Maple Ridge experiences that would connect with the target markets from the Lower Mainland. For example Trip Advisor's top 10 experiences include: Golden Ears Park, Allouette Lake, Kanaka Creek Riverfront Trail, The Act Arts Centre, Maple Ridge Park, Whonnock Lake, Malcolm Knapp Research Forest, WildPlay, Paintball and Memorial Peace Park. Trip Advisor also rates restaurants based on reviews, awarding a certificate of excellence to those receiving consistently high marks. These restaurants and any top retail stores can be highlighted in itineraries.

WORK TO ENHANCE THESE EXPERIENCES UTILIZING DESTINATION BC'S REMARKABLE EXPERIENCES PROGRAM

The remarkable experience program is designed to provide tools to help individual businesses improve their visitor experience and become the best digital marketers they can be. It helps tourism businesses elevate their value proposition and deliver remarkable guest experiences that garner recommendations, referrals and repeat visits. The program was piloted through 2016 and will be rolled out following the test period.

ACTION 2: PACKAGE EXPERIENCES TOGETHER INTO SAMPLE ITINERARIES AND COMMUNICATE

IDENTIFY AND COMMUNICATE MAPLE RIDGE ITINERARIES FOR DAY VISITORS

Develop itineraries for visitors that utilize branding, market identification and the 'top' experiences. Promoting the best of Maple Ridge will provide visitors with a picture of "a great day in



Maple Ridge" starting with visits into local natural areas and inviting visitors into the City for food and shopping throughout the day. Inviting bird watchers to visit agritourism businesses. Inviting hikers to enjoy the craft brewers and the pubs and bars, etc.

PROVIDE OPPORTUNITIES FOR VISITORS TO PROMOTE THE ITINERARIES THROUGH SOCIAL MEDIA

A social media contest encouraging visitors to highlight their experiences provided by these itineraries would help to spread the word and encourage more people to visit the area. For example, contests could encourage earning the most likes on Facebook or Instagram photos with a prize offered to the visitor generating the most views or likes.

DIRECTION 3: DEVELOP ACCOMMODATION OPTIONS TO SUPPORT MAPLE RIDGE EXPERIENCES

ACTION 1: AIRBNB AND SHORT TERM RENTALS

ANALYZE THE ROLE THAT AIRBNB AND SHORT TERM RENTALS MIGHT PLAY IN TOURISM AND COMMUNITY ECONOMIC DEVELOPMENT

The proliferation of online home rental sites have attracted home owners who wish to earn some additional revenue through nightly rentals. These rentals can also support local accommodation inventory where it is lacking. However, most community residential zoning does not permit for nightly rentals in residential zones. Additionally, unmanaged nightly rentals can lead to higher home prices, fewer long-term rentals, neighbourhood complaints, safety issues and unfair tax treatment. With a focus on building tourism, Maple Ridge can analyze the role of residential short term nightly rentals in coordination with the City Planning Department work which is underway.

ACTION 2: ATTRACT AN ACCOMMODATION PARTNER TO THE TOWN CENTRE FACILITATE THE DEVELOPMENT OF TOWN CENTRE ACCOMMODATION

Accommodation in the town centre would support many of the tourism experiences Maple Ridge hopes to provide to visitors, appealing especially to the arts, culture and heritage appreciating traveler; meetings

and conference groups as well as the wedding market. Centralized accommodation locations will also provide a better Maple Ridge experience for visitors already coming to the area.

ACTION 3: CONSIDER ADDITIONAL CAMPING OPPORTUNITIES **REVIEW VARIOUS MODELS FOR PROVIDING A CAMPING EXPERIENCE**

Additional camping options in the immediate area could steer visitors from other regional locations and towards Maple Ridge. A City controlled property could provide camping and build stronger connections to activities in the greater Maple Ridge area. Many communities have campsites managed by the municipality but, it could also be managed by a third party. This option would require a camping model that is compatible with the tourism brand, tourism goals and resident uses so careful consideration is required.

ACTION 4: DEVELOPMENT OF TOURIST ACCOMMODATION IN RURAL AREAS **FACILITATE THE DEVELOPMENT OF RURAL TOURIST ACCOMMODATION**

Recognizing the desire to direct most development to Maple Ridge's core districts, 'right sized' accommodation at existing working farms, horse ranches or in a new location such as a bed & bale for horses would complement other agritourism and recreation activities while encouraging multiday visitation to the area. This action would first be explored by polling for interest in the rural areas and then facilitating development where demand and infrastructure capacity exists.

DIRECTION 4: DEVELOP PUBLIC FACILITIES THAT SUPPORT NEW RESIDENT AND VISITOR EXPERIENCES

ACTION 1: ENSURE THAT INVESTMENTS IN CITY FACILITIES AND INFRASTRUCTURE CONSIDER VISITORS AND THE VALUE OF TOURISM

INCLUDE A TOURISM LENS IN PLANNING FOR FUTURE CITY FACILITIES AND INFRASTRUCTURE
Communicate the importance of tourism to the Maple Ridge economy now and in the future and ensure that tourism staff are able to participate in planning and decisions, bringing a tourism perspective to City planning activities.



ACTION 2: DEVELOP AND LINK UP CONFERENCE SPACES IN THE TOWN CENTRE

LINK UP EXISTING MEETING SPACES IN THE TOWN CENTRE

Existing meeting spaces in the downtown area within walking distance of each other could be linked up to create a 'campus' style conference offering that may result in attracting larger meetings. This action would likely require additional accommodation in Maple Ridge in order to attract conferences.

CONSIDER THE OPPORTUNITY FOR CONFERENCE SPACE IN THE CIVIC CENTRE DEVELOPMENT

With limited meeting space, Maple Ridge could benefit from a conference space that holds more than 200 people in one meeting area. This facility would likely require additional accommodation in Maple Ridge in order to attract conferences.

ACTION 3: CONSIDER SPORTS TOURISM INFRASTRUCTURE

CONSIDER THE TOURISM AND REVENUE OPPORTUNITY OF AN ENHANCED CENTRALIZED FIELD COMPLEX

In order to attract sports tourism visitors Maple Ridge needs to enhance the centralized field complex as well as increase accommodation to host tournament visitors overnight. Sports tourism considerations should be included as the community explores the possibility of enhancing current sports facilities.

ACTION 4: EXPLORE COVERED EVENT LOCATION OPTIONS

CONSIDER THE NEED FOR WEATHER-PROOF EVENT SPACE

Covered event space such as an arena, field house or large gazebos can help weather-proof events given the often fickle weather in southwest BC. This infrastructure should be considered as part of a more comprehensive events and festivals strategy.

DIRECTION 5: ENCOURAGE INVESTMENT IN NEW PRIVATE SECTOR EXPERIENCES

ACTION 1: PROMOTE EXISTING ECONOMIC DEVELOPMENT TOOLS TO ENCOURAGE TOURISM INVESTMENT

TOOLS FOR EXISTING PROPERTIES

Existing businesses can support tourism development with the help of tools like the façade improvement program, especially in the downtown area. The Town Centre Investment program for renovating or upgrading existing buildings could also support improvements to the look and feel of downtown. Reduced development cost charges for projects, as well as reduced parking standards in areas designated for pedestrians, could further facilitate development.

TOOLS FOR NEW PROJECTS

This strategy has identified some new projects such as accommodation/meeting space that would support the development of tourism in Maple Ridge. The Town Centre Investment program could be focused on these type of projects.

INVESTMENT IN ATTRACTIONS

Economic development strategies may explore options for tourism attractions to be developed along the Fraser River or in rural areas. Such attractions should be authentic and in keeping with the overall image the City wants to portray. For example, Squamish has a new Mountain Gondola and Chemainus is known for its murals. Similarly, Maple Ridge might explore an attraction that builds on its vision. Seyem Qwantlen have discussed various ideas for the use of their properties which may offer opportunities for the City.

DIRECTION 6: RESIDENT AND VISITOR FOCUSED WAYFINDING AND TRANSPORTATION

ACTION 1: DEVELOP INVITING SIGNAGE THAT ENHANCES THE SENSE OF ARRIVAL IN MAPLE RIDGE

HIGHWAY SIGNAGE

Develop attractive and inviting signage to direct visitors off local highways, bypasses and routes to Golden Ears Park and into the City of Maple Ridge tourism areas. Signage should enhance the community brand and tie into other wayfinding tools around the community.

ACTION 2: DEVELOP SIGNAGE THAT DIRECTS RESIDENTS AND VISITORS TO THE REMARKABLE EXPERIENCES IN MAPLE RIDGE

REMARKABLE EXPERIENCE SIGNAGE

Once remarkable experiences are launched in Maple Ridge it will be important to help direct visitors to these locations such as Whonnock Lake and the Town Centre. The design of all signage should be similar in order to create continuity through the community.

ACTION 3: DEVELOP A "POINTS OF PRIDE" PROGRAM WHICH PROVIDES MARKERS FOR KEY LOCATIONS OF INTEREST IN THE COMMUNITY.

Points of Pride can include cultural and historic attractions (e.g. Port Haney), City owned amenities (eg. Maple Ridge Park), recreation attractions (e.g. Trans Canada Trail) and private sector businesses (eg. Bruce's Market). Directional signage, collateral materials and apps to the Points of Pride can be developed and interpretive signage can be placed in locations to share the Point of Pride locations. The Remarkable Experience sites might be included in this or they may stand alone.



On Target Marketing & Communications

DIRECTION 1: MAPLE RIDGE RESIDENTS AS AMBASSADORS FOR THE COMMUNITY

ACTION 1: INCREASE COMMUNITY KNOWLEDGE AND INVOLVEMENT IN VISITOR ACTIVITIES

COMMUNICATE WHAT MAPLE RIDGE HAS TO OFFER AND THE VALUE OF TOURISM TO LOCAL RESIDENTS

Use communication tools such as websites, local papers and local hotspots like the Leisure Centre to build pride in the community, share the best experiences offered in Maple Ridge and host a community calendar of events. Consider contests or games to get community members and visitors to see and experience Maple Ridge's top tourism offerings while building recognition of the value tourism provides.

DIRECTION 2: CONNECT EXISTING AREA VISITORS TO MAPLE RIDGE EXPERIENCES

ACTION 1: WORK WITH TOURISM RELATED BUSINESS TO CROSS PROMOTE MAPLE RIDGE

PROVIDE VISITOR ACCESS TO MAPLE RIDGE BROCHURES AND MAPS

Work with tourism businesses such as hotels to ensure they have up to date brochures and travel guides in order to promote Maple Ridge activities to guests.

CROSS PROMOTE MAPLE RIDGE ACTIVITIES/ATTRACTIONS ON WEB PLATFORMS

Work with tourism businesses to cross-promote each other's activities and offerings on their websites and social media.

ACTION 2: LAUNCH SELF-SERVE TOURISM INFORMATION KIOSKS/HUBS IN HIGH TRAFFIC AREAS

IDENTIFY HIGH TRAFFIC AREAS AND LOCATE STAND-ALONE INFORMATION KIOSKS

Kiosks on popular visitor travel routes and natural stop areas in Maple Ridge would contain information and maps directing travelers to visitor experiences in the area. The kiosks could also include a free wifi connection and links to web-based travel tools and social media. Kiosk locations could include the Town Centre, Golden Ears Park or nearby attractions like the spray park or Golden Ears Cheese Crafters

DIRECTION 3: DEVELOP A MARKETING PLAN, E-INFRASTRUCTURE & CONTENT TO SUPPORT COMMUNICATIONS TO NEW AND EXISTING VISITORS

ACTION 1: DEVELOP A MARKETING PLAN

This tourism strategy includes some marketing plan elements such as identifying products, target markets and funding avenues, however specific details such as timelines, messaging, campaign budgets and promotion activities still need require more specific direction.

ACTION 2: BUILD OFF COMMUNITY BRANDING PROJECT TO ARTICULATE A MAPLE RIDGE TOURISM BRAND

EXTRACT THE POSITIVE ELEMENTS FROM THE BRANDING PROJECT TO ARTICULATE WHAT MAPLE RIDGE MEANS TO RESIDENTS AND LOWER MAINLAND MARKET

Engage a branding consultant to better understand the insights from recent branding research and incorporate the positive elements into a Maple Ridge positioning statement that links outdoor experiences and nature with visits to Maple Ridge commercial districts for culinary and unique shopping, cultural and heritage and agritourism experiences.

DEVELOP A LOGO AND TAGLINE FOR MAPLE RIDGE TOURISM FOR ALL MARKETING COLLATERAL AND WEBSITES

Build off the positioning statement and engage designers to develop a unique logo and tagline for Maple Ridge Tourism that supports and is consistent with the overall City branding and messaging. This logo and tagline will be part of every tourism marketing effort. It should be proactive inviting a call to action.

ACTION 3: DEVELOP E-INFRASTRUCTURE TO SUPPORT ONLINE MARKETING EFFORTS

DEVELOP A SPECIFIC WEB LANDING PAGE FOR MAPLE RIDGE TOURISM

A tourism-specific website that exists independent of the municipal website is important in order to respond directly to visitor information needs. A unique site is able to better support the tourism branding and content required to connect with visitors. The website should be able to support high quality volumes of content like imagery and videos and link through to social media channels. An inventory of high quality experiences and other experiences as well as an events calendar should also be included.

FURTHER UTILIZE SOCIAL MEDIA CHANNELS FOR MAPLE RIDGE TOURISM AS WELL AS UNIQUE SOCIAL MEDIA TAGS

In order to connect more directly with visitors and remain in contact with them post-trip, Maple Ridge needs to further utilize social media communication channels using tools such as Facebook, Instagram and Twitter. Of the three channels, Instagram provides the best opportunity to display, collect and curate content.

DEVELOP AN E-MARKETING CAMPAIGN

Use e-marketing through Google advertising to reach out directly to outdoor and adventure tourism audiences in the Lower Mainland by using keyword contextual targeting. When these potential visitors are searching for outdoor destinations, or outdoor supplies, targeted advertising will bring Maple Ridge to their attention. This form of advertising is cost effective and allows for measurement.

ACTION 4: DEVELOP HIGH QUALITY MEDIA (PHOTO, VIDEO) CONTENT TO SUPPORT THE BRAND AND MARKETING COLLATERAL

HOST A ONE DAY DESTINATION BC WORKSHOP TO EXPLORE THE BC BRAND, TRAVELLER EQ TYPES AND MARKETING CONTENT

Destination BC has developed some material to help the tourism industry learn about the BC Brand and how to leverage high quality imagery and other content to support marketing efforts toward specific traveler types. Working with Destination BC will help build industry capacity in marketing/branding.

ORGANIZE EXISTING IMAGERY AND CONTENT USING TAGS

Link existing imagery by tagging images with theme, markets and tourism types so that it is easier to draw from the right type of images for the job. Identify gaps in imagery.

CONTINUE TO DEVELOP NEW IMAGERY AND CONTENT

Develop a list of priority images and content and organize for photographers/journalists to help fill gaps. This can be done through the use of contests, where residents and visitors submit images for a prize.

ACTION 5: FOSTER REGIONAL AND COOP MARKETING

CONSIDER AND ACT ON OPPORTUNITIES TO PARTNER WITH NEIGHBOURING COMMUNITIES (OR REGION) ON MARKETING

Destination BC has marketing funds that are limited to supporting multi-community marketing efforts such as the Circle Farm Tour or other joint offerings. Combining the right activities from the region in a multi-community marketing program enhances the attractiveness of the area and can provide more reasons for visitors to make the trip to Maple Ridge.

CONSIDER ACTION OPPORTUNITIES TO PARTNER WITH OTHER REGIONS ON PRODUCT SPECIFIC MARKETING

Destination BC has marketing funds for projects that promote specific activities across the province such as fishing, mountain biking and skiing. Given the variety of activities in and around Maple Ridge, it may be possible to access these specific project funds.

DEVELOP OPPORTUNITIES FOR LOCAL TOURISM ORGANIZATIONS TO PARTNER ON MARKETING PROGRAMS

Visitor guides, websites, social media contests and multi-day print ads provide great partnering opportunities for local tourism businesses, leveraging the contributions of each other for a greater communications impact.

ACTION 6: DEVELOP A MEDIA RELATIONS PLAN

WORK WITH MEDIA TO HELP GET 'MAPLE RIDGE' MESSAGES TO MARKET

Media stories are some of the most valuable ways to get messages to market. Media stories cost very little, yet they can generate significant interest and trust in a destination. Working with media includes developing story starter ideas; invitations to experience the community; and often an opportunity to highlight events/festivals or other activities on 'weekend activity listings'.

ORGANIZE FAMILIARIZATION (FAM) TOURS

Regular FAM tours can be organized inviting bloggers and writers to participate in itineraries and then having them write about their experiences in Maple Ridge.

Authentic Collaboration & Deepening Capacity

DIRECTION 1: SECURE MULTI-YEAR FUNDING FOR TOURISM

ACTION 1: ESTABLISH A TOURISM BUDGET TO SUPPORT THE ROLL OUT OF THE TOURISM STRATEGY

DEVELOP AND SUPPORT A CITY BUDGET FOR DELIVERING THE TOURISM STRATEGY

The proposed budget for delivering this Tourism Strategy suggests multiple sources of funding, with primary initial funding provided as seed funding from the City of Maple Ridge. Other sources of funding includes tourism businesses, Destination BC and in years two and beyond, funds from the Municipal and Regional District Tax (MRDT or Hotel Tax).

ACTION 2: SECURE MUNICIPAL REGIONAL DISTRICT TAX FUNDING

REVIEW THE REQUIREMENTS FOR MRDT APPLICATIONS

The MRDT program was recently updated and recommended enhanced taxation from 2% to 3% of accommodation room revenue as well as more rigorous program reporting. These funds can be used for tourism marketing, programs or projects to support local tourism revenue, visitation and economic benefits. There are several other details about the MRDT program that need to be considered prior to discussions with the accommodation sector. This should be a key early initiative to ensure long-term sustainable tourism funding is in place though it should not jeopardize longer term accommodation offerings in 'hotel/motel' like properties.

INITIATE DISCUSSIONS WITH THE LOCAL ACCOMMODATION SECTOR

Charging and receiving MRDT funding requires the support of the majority of the local accommodation sector. For the purposes of Maple Ridge this includes the Best Western, Econo Lodge, the Loon Lake

Retreat and any other entity renting more than four dwellings (rooms in a hotel, or 4 townhouses). The boundary for MRDT collection could also include areas outside of Maple Ridge (Ramada in Pitt Meadows) with the support of the accommodation and local government. It will be important to initiate conversations with these businesses very early on in order to create support for an MRDT application. We recommend that the accommodation sector have representation on tourism task forces so they are directly involved with decisions about the MRDT funding.

PREPARE AN APPLICATION FOR THE MRDT

This plan provides a good foundation for some of the MRDT application requirements, however there is more to do in order to apply for funding. Adequately resourcing the MRDT application process will be important to achieving a successful outcome.

DIRECTION 2: DEVELOP A MONITORING AND EVALUATION PROGRAM

ACTION 1: ESTABLISH A SET OF INDICATORS FOR TRACKING PROGRESS

SELECT INDICATORS FOR TRACKING TOURISM OUTCOMES

Indicators for this purpose might include; tourism jobs, total paid room nights, total value of tourism, occupancy rate, room revenue, website visits or social media followers.

DEVELOP VISITOR EXPERIENCE INDICATORS, VISITOR DATA COLLECTION AND A SURVEY METHOD

Indicators tracking the quality of visitor experiences might include; % very satisfied with their total trip, Net Promoter Score (using data from the question "How likely is it that you will recommend Maple Ridge to friends and family?" These questions would be accompanied by other demographic questions and open-ended questions on a visitor survey.

ACTION 2: DEVELOP AN EVALUATION PROCESS

EVALUATION PROCESS

On an annual basis, the tourism strategy, indicators and associated marketing activities should be reviewed and adjusted as required to ensure the tourism strategy and activities continue to lead Maple Ridge toward its 2020 vision relative to budgets and implementation plans. Annual evaluations are essential in order for Maple Ridge to review, learn and improve progress toward its tourism goals.

DIRECTION 3: WORK WITH STAKEHOLDERS AND PARTNERS

ACTION 1: CONTINUE TO ENGAGE THE BROADER TOURISM SECTOR

COMMUNICATIONS

Develop a protocol to maintain a minimum of monthly contact with tourism organizations in Maple Ridge and area, to keep them engaged with tourism strategy implementation and informed about important events and tourism support resources.

INDUSTRY NETWORKING

Host regular industry lunches, après events, or industry nights where tourism partners can connect and learn about each other's businesses and the progress being made on tourism.

ACTION 2: CONTINUE TO BUILD RELATIONSHIPS WITH TOURISM MARKETING ORGANIZATIONS IN THE REGION**MEET MONTHLY WITH REGIONAL DESTINATION MARKETING ORGANIZATIONS (DMO)**

Collaborating with other tourism organizations is important for the success of this strategy and will provide an opportunity to track the progress of tourism in the area.

ACTION 3: ENGAGE CITY STAFF IN THE IMPLEMENTATION OF THIS STRATEGY**DEVELOP COMMUNICATION TOOLS TO BUILD AND RECRUIT TOURISM CHAMPIONS AT THE CITY**

Whether they are planning new infrastructure, delivering services at City recreation centres, or assisting in the production of local events, City staff support for tourism will be important. Tools such as email blasts, roadshows and tourism facts or columns in staff newsletters/emails are example of ways to reach staff and begin to build a City culture that is supportive of tourism. Establish a cross-departmental tourism team to ensure all perspectives are considered in planning and execution of tourism strategies and tactics. Special consideration is required with respect to aligning department budgets with the prioritized activities in the Tourism Strategy.

ACTION 4: DEVELOP A NEW 3-5 YEAR TOURISM STRATEGY

This strategy is for a defined time limit, 2017 to 2020. Building off the findings of annual evaluations, industry trends and local desire for supporting tourism, this Strategy should leverage its successes over its lifespan and be updated to address developments responding to the tourism demands beyond 2020. The governance structure, resourcing and funding can be reviewed in view of the emerging tourism market.

Implementation

Tourism is unique when compared to other industries, perhaps most of all in the cooperation and partnership required to deliver the 'experiences' sought by visitors and the community alike. Public and private sectors jointly provide a large number of visitor amenities including attractions and activities (the main reasons for visiting) as well as the supporting infrastructure like roads, land use and water systems. Even with attractions such as beaches, lakes, wildlife, recreation activities and cultural experiences, critical business sectors such as accommodation, culinary, transportation and retailers are essential to tourism as they foster the spirit of the community and round out the overall experience. Implementation of tourism strategies needs to have the same level of coordination and cooperation and therefore most communities have a tourism organization and a group of tourism stakeholders working together to fulfill this role.

ORGANIZING TO DELIVER THE STRATEGY

Tourism organizational models operating throughout BC are almost as varied as the communities that host them. Every tourism organizational model or terms of reference must clearly address the key areas of leadership, ownership, funding, membership, accountability, partners and stakeholders. The three main tourism organization models include;

- 1) Using an existing member-based organization such as a Chamber of Commerce,
- 2) Developing a new member-based organization with the sole focus on tourism – Destination Marketing Organization (DMO) and
- 3) A municipally-led tourism model housed within a City Economic Development or Parks department.

Details on the various governance models including respective pros and cons, funding access etc. are contained in a tourism partners and governance briefing.

RECOMMENDED FOR MAPLE RIDGE: MUNICIPALLY-LED MODEL

In order to get this tourism strategy initiated as quickly and as successfully as possible, it is recommended that the City of Maple Ridge pursue a municipally-led tourism model. Beyond being the right model at this time, this approach garnered the most support from the Tourism Task Force.

As more communities pursue tourism as an economic driver and diversifier, many municipal governments are taking on the leadership role, investing directly in tourism by hosting and funding the tourism organizational model. It's important to note that virtually all destination coordinating tourism organizations in BC are supported in part by municipal funds.

The municipally-led model provides stable and (usually) available funding to the tourism organizational model, human resources and administration support allowing initiatives to get underway quickly. Additionally the municipally-led model allows greater synergy with municipal parks and recreation services.

The other models can be slower to establish, given the need to build up a membership-funded base or to resource start-up funding through other sources. MRDT funding options for marketing are currently limited for Maple Ridge given the low estimates on potential revenue from this tax, estimated at \$60,000-\$90,000 in the initial years. Additionally, the effort required to access the MRDT tax is extensive in the first year and therefore needs dedicated human resources to pursue it.

Depending on available resources, a municipal governance model can put additional financial pressure on a municipal budget. However, the return on investment can often be realized sooner, thereby creating revenue for the municipality via increased investment and economic activity. As the tourism economy grows and the MRDT funds and/or continued municipal funding become a consistent source of revenue, the municipally-led organizational model could potentially transition to an independent membership-based or DMO model

Expanding the Maple Ridge City Economic Development Department to include the delivery of the tourism mandate for at least four years is recommended, along with stable funding that will foster confidence in tourism stakeholders.

TASKFORCE

We recommend that the City also continue with a Tourism Task Force to serve as an advisory body for the tourism activities of the City. The Task Force should be made up of members from the tourism sectors including the accommodation sector, local government, First Nations and any tourism specialists residing in Maple Ridge. A recommended core membership for the Task Force is 10-12 people with outreach efforts targeting the remaining tourism stakeholders in the area. The Task Force should meet monthly to review activities completed in the previous month, provide advice on carrying out the strategy and to take on tasks as requested.

The following core values were created with the Tourism Strategy Task Force and provide a foundation for how the group will work together to implement this strategy.

Integrity – trust, honesty, transparency, accountability, results oriented

Respect – for each other and the process

Diversity / Inclusion – of community, engage citizens

Innovation – open minded, forward thinking

Teamwork – using a collective voice, projecting a united front

PHASE 1 ACTIONS AND FUTURE IMPLEMENTATION

The numerous actions identified in this strategy need to be staggered in order to most effectively build on the results from year to year. To facilitate this process, actions have been categorized into Phase 1: Set the Foundation, Phase 2: Curating Experiences, Phase 3: Develop Visitor Services/New Experiences and Phase 4: Harvest and Plan to Thrive. Phase 1: Foundation Building actions are described below with the remaining years organized in the following table. Note that some actions overlap multiple years.

PHASE 1: SET THE FOUNDATION

Implementing the tourism strategy will begin in earnest in the second quarter of 2017. It is presumed that this Tourism Strategy will be presented to Council in the first quarter and that Council will endorse its adoption subject to any changes required. At such an early stage in tourism development, the focus will be on building a foundation and appropriate stepping stones for further activities in 2018-2020. The first year also links into activities already underway.

Activities include:

- 1) A review of how Airbnb and short-term rentals might play in tourism and the impact it could have on neighbourhoods.
- 2) A hotel feasibility/attraction study to help facilitate additional accommodation in Maple Ridge.
- 3) Continuation of existing regional and local tourism marketing activities and a limited marketing plan.
- 4) Hiring a Tourism Coordinator to support the aforementioned actions and to develop community support and an application to pursue MRDT funding for 2018.

The Phase 1 recommended municipal budget for 2017 includes; \$35,000 for the continuation of marketing activities, \$30,000 for considering Airbnb and a hotel attraction project and \$60,000 for a Tourism Coordinator.

If resources allow, the Tourism Coordinator should also implement the highest priority activities identified for Phase 2-4 in the following table in year one.

Beyond 2017, the City of Maple Ridge should review progress of Phase 1 actions, the priorities of other tourism partners and City departments and strategically prioritize actions from Phase 2-4 to include in subsequent workplans and overall City budgets.

Phase 2-4 Action Summary and Timeline

Focus Area: Exceptional Visitor Experiences & Infrastructure	Phase 2: Curate Experiences	Phase 3: Develop Visitor Services & Experiences	Phase 4: Harvest from the Synergies & Plan to Thrive
Direction 1: Curate existing offerings and turn them into truly remarkable experiences that showcase the best of Maple Ridge	<ul style="list-style-type: none"> • Action 1: Identify and enhance the top 10 experiences • Action 2: Package experiences together into sample itineraries and communicate 	<ul style="list-style-type: none"> • Action 1: Continue to identify and enhance the top 10 experiences • Action 2: Continue to package experiences together into sample itineraries and communicate 	
Direction 2: Develop accommodation options to support Maple Ridge experiences	<ul style="list-style-type: none"> • Action 2: Actively pursue an accommodation partner to build a hotel in the Town Centre 	<ul style="list-style-type: none"> • Action 2: Attract an accommodation partner to the Town Centre • Action 3: Develop a plan for Whonnock Lake to support enhanced visitor experiences 	<ul style="list-style-type: none"> • Action 2: Assist in pursuing development of a hotel, or Airbnb options • Action 4: Develop tourist accommodation in rural areas and along the rivers • Action 3: Implement the plan for Whonnock Lake
Direction 3: Develop priority experiences in Maple Ridge	<ul style="list-style-type: none"> • Action 1: Enhance nature/outdoor experiences: <i>Improve Maple Ridge trail networks into truly connected multi-use routes</i> • Action 1: Enhance nature/outdoor experiences: <i>Improve the accuracy of the current Maple Ridge Trail Map</i> • Action 2: Coordinate and support events and festivals experiences: <i>Continue supporting current Events/Festivals</i> • Action 3: Arts, culture and heritage: <i>Continue promoting existing ACH activities in Maple Ridge</i> • Action 3: Arts, culture and heritage: <i>Incorporate a tourism lens into the ACH strategy</i> • Action 4: Agritourism Access, Events and Linkages 	<ul style="list-style-type: none"> • Action 1: Enhance nature/outdoor experiences: <i>Develop outdoor tourism hotspots in Maple Ridge</i> • Action 1: Enhance nature/outdoor experiences: <i>Encourage recreation equipment rentals</i> • Action 2: Coordinate and support events and festivals experiences: <i>Continue supporting current Events/Festivals</i> • Action 2: Coordinate and support events and festivals experiences: <i>Event/Festival calendar and strategy</i> • Action 3: Arts, culture and heritage: <i>Continue promoting existing ACH activities in Maple Ridge</i> • Action 4: Continue Agritourism Access, Events and Linkages • Action 5: Continue to increase the vibrancy and pedestrian nature of the downtown 	<ul style="list-style-type: none"> • Action 1: Enhance nature/outdoor experiences: <i>Continue to develop outdoor tourism hotspots in Maple Ridge</i> • Action 2: Coordinate and support events and festivals experiences: <i>Continue supporting current Events/Festivals</i> • Action 2: Coordinate and support events and festivals experiences: <i>Continue event/festival calendar and strategy</i> • Action 2: Coordinate and support events and festivals experiences: <i>Continue to leverage the regional film industry and film festival circuit for a unique festival</i> • Action 3: Arts, culture and heritage: <i>Continue promoting existing ACH activities in Maple Ridge</i> • Action 4: Continue Agritourism Access, Events and Linkages • Action 5: Continue to increase the vibrancy and pedestrian nature of the downtown

Focus Area: Exceptional Visitor Experiences & Infrastructure	Phase 2: Curate Experiences	Phase 3: Develop Visitor Services & Experiences	Phase 4: Harvest from the Synergies & Plan to Thrive
Direction 4: Develop public facilities to support new tourism experiences	<ul style="list-style-type: none"> Action 1: Ensure that investments in City facilities and infrastructure consider visitors and the value of tourism 	<ul style="list-style-type: none"> Action 1: Continue to ensure that investments in City facilities and infrastructure consider visitors and the value of tourism Action 2: Develop and link up conference spaces in the Town Centre, eg Chances, The Act Arts Centre, shopping malls, municipal spaces 	<ul style="list-style-type: none"> Action 1: Continue to ensure that investments in City facilities and infrastructure consider visitors and the value of tourism Action 3: Consider sports tourism Infrastructure Action 4: Explore covered event locations
Direction 5: Encourage investment in new private sector experiences		<ul style="list-style-type: none"> Action 1: Promote existing economic development tools to encourage tourism investment for services to support tourism and potential attractions 	<ul style="list-style-type: none"> Action 1: Promote existing economic development tools to encourage tourism investment for services to support tourism and potential attractions
Direction 6: Visitor focused wayfinding and transportation		<ul style="list-style-type: none"> Action 1: Develop inviting signage that enhances the sense of arrival in Maple Ridge 	<ul style="list-style-type: none"> Action 2: Develop signage that directs visitors to the remarkable experiences in Maple Ridge Action 3: Develop a "Points of Pride" program which provides markers for key locations of interest in the community

Focus Area: On Target Marketing & Communications	Year 2: Curate Experiences	Year 3: Develop Visitor Services & Experiences	Year 4: Harvest from the Synergies & Plan to Thrive
Direction 1: Maple Ridge residents as ambassadors for the community	<ul style="list-style-type: none"> • Action 1: Increase community knowledge and involvement in tourism activities and value 	<ul style="list-style-type: none"> • Action 1: Increase community knowledge and involvement in tourism activities and value 	<ul style="list-style-type: none"> • Action 1: Increase community knowledge and involvement in tourism activities and value
Direction 2: Connect existing area visitors to Maple Ridge experiences	<ul style="list-style-type: none"> • Action 1: Work with tourism related business to cross promote Maple Ridge 	<ul style="list-style-type: none"> • Action 1: Work with tourism related business to cross promote Maple Ridge 	<ul style="list-style-type: none"> • Action 2: Launch self-serve tourism information kiosks with maps in high traffic areas
Direction 3: Develop a marketing plan, e-infrastructure & content to support communications to new and existing visitors	<ul style="list-style-type: none"> • Action 1: Develop a multi-year marketing plan • Action 2: Build off community branding project to articulate a Maple Ridge tourism brand • Action 3: Develop E-infrastructure to support online marketing efforts • Action 4: Continue to develop high quality media (photo, video) content to support the brand and marketing collateral • Action 5: Foster regional and coop marketing 	<ul style="list-style-type: none"> • Action 2: Continue to build off community branding project to articulate a Maple Ridge tourism brand • Action 3: Continue to develop E-infrastructure to support online marketing efforts • Action 4: Continue to develop high quality media (photo, video) content to support the brand and marketing collateral • Action 6: Develop and implement a media relations plan 	<ul style="list-style-type: none"> • Action 3: Continue E-infrastructure to support online marketing efforts • Action 4: Continue to develop high quality media (photo, video) content to support the brand and marketing collateral • Action 6: Continue implementation of media relations plan

Focus Area: Authentic Collaboration & Deepening Capacity	Year 2: Curate Experiences	Year 3: Develop Visitor Services & Experiences	Year 4: Harvest from the Synergies & Plan to Thrive
Direction 1: Secure multi-year funding for tourism	<ul style="list-style-type: none"> • Action 2: Continue to secure MRDT funding • Implement MDRT funding by Q3 		
Direction 2: Develop a monitoring and evaluation program	<ul style="list-style-type: none"> • Action 1: Establish a set of indicators/survey for tracking progress 	<ul style="list-style-type: none"> • Action 2: Develop an annual evaluation process 	
Direction 3: Work with stakeholders and partners	<ul style="list-style-type: none"> • Action 1: Continue to engage the broader tourism sector • Action 2: Continue to build relationships with tourism marketing organizations in the region • Action 3: Continue to engage City staff in the implementation of this strategy 	<ul style="list-style-type: none"> • Action 1: Continue to engage the broader tourism sector • Action 2: Continue to build relationships with tourism marketing organizations in the region • Action 3: Continue to engage City staff in the implementation of this strategy 	Action 4: Develop a 3-5 year Tourism Strategy

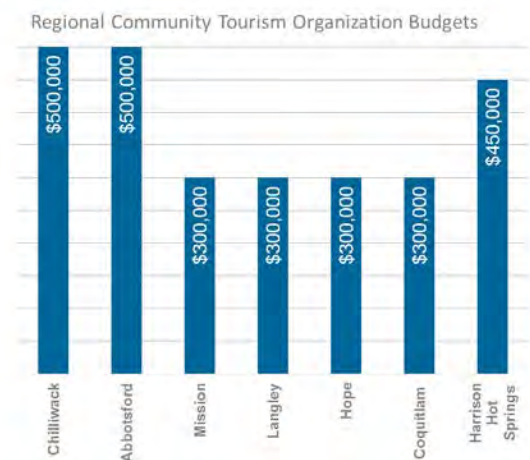
FUNDING AND BUDGETS

Funding for tourism organizations typically comes from the following sources:

- Municipal and Regional Development Tax (MRDT/Hotel Tax 2-3% of revenue)
- Municipal, through City budgets, grants or fee for services
- Improvement Taxes
- Commercial entities (golf courses, convention centres, tourism retail stores, etc.) owned/gifted to the organization who operates them at a profit
- Membership Fees
- Marketing Coop Dollars

In the vicinity of Maple Ridge, there are a number of communities with tourism organizations coordinating the tourism sector and marketing. Chilliwack, Abbotsford, Langley, Mission, Coquitlam, Hope and Harrison – seven communities with tourism ambitions – have tourism organizations with budgets ranging from \$300,000-\$500,000.

These budgets are primarily funded by the MRDT or from facility revenue and all budgets exceed what might be available to Maple Ridge using similar mechanisms. In fact, even if Maple Ridge were able to institute an MRDT on local room revenue at the maximum 3% level, the initial annual revenue for marketing programs/staffing and other costs would likely be between \$90,000 and \$100,000. This amount falls short of what neighbouring communities have budgeted and far short of what



is needed for Maple Ridge to compete. That said, \$100,000 applied to marketing activities complemented by municipal seed funding/fee for service and the development of more accommodation properties could provide Maple Ridge with the base funding required to support tourism development ambitions.

MAPLE RIDGE TOURISM BUDGETS

The following budget outlines the initial four-year budget of a tourism development and marketing entity housed within the City of Maple Ridge and supported by a broad-based tourism task force. The budget is based on delivering the general strategies and actions outlined in this document and requires a 1½ year funding period to support the planning required to apply for the MRDT funding.

As many of the proposed tourism strategy actions are dependent on other City department's activities these actions, workplans and budgets need to align with the workplans and budgets of other City departments especially in the areas of human resources, capital investments and event planning. This alignment is critical to the success of the tourism initiative.

Funding for subsequent years of tourism development should be determined based on the proposal for the MRDT and be responsive to shifts in the tourism operating environment. **While experience shows**

that at least five years of secured funding and organizational structure is necessary to provide a stable tourism foundation, subsequent plans should anticipate how to ensure organization stability past five years.

BUDGET

EXPENDITURE	2017	2018	2019	2020	2021 Revisit
Tourism Development Coordinator	\$ 60,000	\$ 90,000	\$ 100,000	\$ 110,000	
Tourism Product Development		\$ 20,000	\$ 20,000	\$ 20,000	
Marketing and Visitor Service Actions	\$ 35,000	\$ 100,000	\$ 180,000	\$ 180,000	
Tourism Projects and Programs	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
TOTAL OPERATING COSTS	\$ 125,000	\$ 240,000	\$ 330,000	\$ 340,000	
REVENUE					
MRDT (3%), 5% growth		\$ 49,000	\$ 102,000	\$ 110,000	
Tourism Biz - Coop Marketing	\$ 10,000	\$ 20,000	\$ 30,000	\$ 30,000	
Destination BC Event Funding		\$ 13,000	\$ 25,000	\$ 25,000	
TOTAL REVENUE	\$ 10,000	\$ 82,000	\$ 157,000	\$ 165,000	
CITY INVESTMENT	\$ 115,000	\$ 158,000	\$ 173,000	\$ 175,000	

Concluding Remarks

Maple Ridge has natural, recreation and cultural assets creating a foundation to attract visitors and future residents alike. While some of the assets are already marketable, others are still one or two steps away from providing the kind of experience that is spread through word-of-mouth/social marketing. Aligning resources to secure tourism funding, develop 'itineraries of experiences' and new/improved products, attract private/public investment and e-market Maple Ridge will help the city to develop into a more desirable location to visit and perhaps eventually live. These critical tourism development resources can be funded through a mix of industry and local government investments with local government support crucial for the first five years to ensure the stability required for start-up success and most importantly to access other sources of long term funding. Targeting initial amenity development with current Maple Ridge residents at the forefront will not only enhance the quality of life in the community but, also create local 'ambassadors' who can help to exude credibility and authenticity to their friends, family and visitors they may see in the area. Finally, the tourism industry and City of Maple Ridge departmental contribution to developing this strategy was invaluable and engaging this group of stakeholders on an ongoing basis to help implement the strategy will help to align marketing messages with local experiences so that visitor expectations can continue to be met and surpassed.

Appendix A

STRATEGY CONTRIBUTORS

This Tourism Strategy was developed with our Tourism Task Force, members of the tourism community, as well as City staff. We would like to acknowledge and thank all who participated in the process through numerous workshops, attending the public open house and other events and by serving on the Task Force. Contributions from the tourism community provided invaluable information and insights throughout the process.

This list includes the names of other individuals and organizations who contributed feedback and ideas at various outreach events and during review periods.

Name	Organization	Name	Organization
Nicole Driedger	ARMS	Vicki McLeod	Main Street Communications
Charles Cantos	ATL Health & Wellness Enterprises	Brenda Smith	Maple Ridge Community Heritage Commission
Kevin Nosworthy	Avanti Planning Group Ltd.	Erica Williams	Maple Ridge Historical Society
Savannah Herbertson	Billy Miner Pub	Val Patenaude	Maple Ridge Museum
Christian Cowley	CEED Centre	Cindy Stevenson	Once Upon a Tea Leaf
Kaila Klassen	Chances Casino	Yvonne Chui	City of Maple Ridge
Shawna Leung	Destination BC	Cass Winder	Ridge Meadows Home Show
Ineke Boekhorst	Downtown Maple Ridge BIA	Graham Vanstone	Ridge Meadows Home Show
Lino Siracusa	Economic Development	April Nickerson	Ridge Wilderness
Vickie Fulton	Economic Development	Brenda Fernie	Seyem' Qwantlen Business Group
Alex Wells	Economic Development Committee	Summer Dhillon	Slap Communications
Chrislana Gregory	Economic Development Committee	Chris Laing	Stand-up Paddle Boarding Maple Ridge
Josef Hans Lara	Economic Development Committee	Heather Gill	Stand-up Paddle Boarding Maple Ridge
Nicole Archer	Economic Development Committee, Chair	Karen Pighin	The Act Arts Centre
Emma Davison	Golden Ears Cheescrafters	Landrie Davies	The Act Arts Centre
Dylan Eysers	Golden Ears Park	Lisa Prophet	The News
Eileen Dwillies	Haney Farmers' Market	Paul Lawson	UBC Research Forest
Dianne Stoesz	Haney Horsemen	Deddy Geese	Uniglobe Travel
Jackie Show	HUB Cycling - Maple Ridge Pitt Meadows Chapter	Kailla Bentley	WildPlay
Dan Beitel	Hunger Management	Al Kozak	Duende Farm
Ted Hume	Kingfishers Waterfront Bar and Grill	Arlene Keis	Haney Horsemen

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Branding Implementation Plan

MEETING DATE: March 6, 2017
FILE NO:
MEETING: Council Workshop

EXECUTIVE SUMMARY:

The Branding Review Report was presented on January 16, 2017 to Council Workshop. It was endorsed by Council and staff was directed to bring an implementation plan to Council for consideration.

A refreshed brand will not only serve as a key economic development tool but will also help to position proactively the draft tourism strategy. The refreshed brand will help to re-integrate Parks, Recreation and Culture within the City of Maple Ridge and present all departments in a consistent and unified manner.

This report provides the Branding Implementation Plan. The plan envisions full implementation of the refreshed brand to occur over the next three years. The phases of work to be undertaken can be characterized as follows: Phase 1 (2017) Brand refresh development, Phase 2 (2018) Launch and roll-out, Phase 3 (2019) Imbed and monitor. Council will have involvement at all key decision points during the three phases of the process, will be able to assess progress and can determine at each step if it wishes to proceed to the next.

Each of these phases are described below and presented in more detail in tabular format in Appendix 1.

RECOMMENDATION(S):

That the Branding Implementation Plan contained in this report be endorsed and funding for 2017 activities in the amount of \$80,000 be allocated from the accumulated surplus account.

DISCUSSION:

a) Background Context

A branding refresh is not only fundamental for economic development and the implementation of a tourism program, but is very timely as Parks Recreation and Culture will refocus solely on Maple Ridge. A refreshed brand will help to present all departments in a consistent and unified manner.

Whenever shopping for a service or a product, one's perception of a given brand sets the tone for everything else we do to acquire that product. This is no different when it comes to Cities. Potential new residents and investors will gravitate to those places they know, where they are comfortable. Increasingly, cities are recognizing the importance of telling their stories in order to appeal to their citizens and potential investors. If we don't tell the story that we want to tell, then we must accept that others will tell the story about us as they perceive it.

The Branding Review findings identified that overall the Maple Ridge brand is perceived positively by residents, though there is room for improvement. Metro Vancouver residents have a neutral perception of Maple Ridge with most not being at all familiar with our community. The findings also demonstrated that perceptions are mixed, with a divergence of opinions, and a gap between the City of Maple Ridge vision and perceptions among the community.

The Branding Review provides a foundation to refine and build the Maple Ridge brand, based on some widely held perceptions, which include the spectacular natural environment that surrounds Maple Ridge and strong community values that our residents hold dear: sense of community, friendly, small-town feel, proximity and growing. The consultants remarked “there is a blank slate for the City to work with and (this) provides a great opportunity for the City to define and shape the brand.”

City brands are built on two levels: at the mass level, through advertising, public relations, community engagement, etc. and at a personal level, through individual public / client interactions created through the unique experiences the public have in dealing with the City, every day across multiple touch points. Effective visual appearances of the brand are insufficient in themselves for creating and representing the brand. The reality of values, attitudes and behaviours of the people who work for the City must be commensurate with the brand values the City projects with the public. Additionally these values must be founded on authentic community values and aspirations, so that the brand is grounded and believable.

The creation of brand equity, or the value and loyalty for brand, takes years to realize and only happens with concerted focused effort. The brand must be imbedded at the core of the City organization and reflected in everything the organization does, from strategic policy direction to customer service delivery, as illustrated below.



The branding refresh is not an isolated exercise. As illustrated above our brand will help to inform the plans, policies and activities of the City. Our brand will have strong ties to the holistic concept of a strong and sustainable community; this work is being addressed by the Sustainability and Corporate Planning department through the City’s partnership with Simon Fraser University. At

the same time, our brand will differentiate Maple Ridge from other communities based upon our unique strengths and aspirations.

The Branding Review report provides a Brand Action Plan, which was used as a guide to develop the Implementation Plan. As the implementation plan proposes a three year process, there will be several touch points with Council in moving through the phases from development, to launch, roll-out and imbedding the brand in our City culture and monitoring its performance. The detailed Brand Implementation Plan has been prepared in tabular format and is attached as Appendix 1. Council will have involvement at all key decision points during the process, will be able to assess progress, and can determine at each step if it wishes to proceed to the next step.

The implementation plan has three phases which are planned for this year and next two years; summarized as follow:

2017 Phase 1 – Brand Refresh Development – In this phase staff will undertake the preliminary work of public engagement to arrive at brand vision and guiding principles. Subsequently a brand story with graphic elements will be developed and tested to arrive at a new or refreshed brand. A brand guide will be prepared to ensure consistent use of the brand story. Staff will develop a plan to launch and roll-out the refreshed brand for consideration during business planning complete with budgets required. Council can consider the Phase 2 activities during business planning with the fullness of the work which will be completed in Phase 1.

2018 Phase 2 - Launch and Roll-out the brand - The refreshed brand is launched in public events locally and outside of Maple Ridge. It is rolled out in key communications where the City comes into contact with the public such as signage, collateral material, on-line etc. Training will be provided to front line staff. The refreshed brand begins to get aligned with all strategic documents, and a monitoring tool will be developed to measure brand impact.

2019 Phase 3 – Continue Roll-out and Imbed the brand – The refreshed brand roll-out continues at the department level informing decision making. Training continues for staff. Brand impact begins to get measured.

b) Financial Considerations

The branding refresh has not been budgeted in this year's Business Plan, therefore funding for this initiative in the amount of \$80,000, will come from the accumulated surplus account.

c) Public Engagement

A key immediate requirement will be to have meaningful public engagement to address community vision and arrive at core principles for the development of the brand story. This is essential to ensure the refreshed brand is grounded, authentic and will resonate with the community. There will be three elements to the public engagement, first will be the establishment of a Community Brand Working Group (CBWC). This group may include representatives from select Council Committees and community members drawn at large who demonstrate an interest. Council will have the opportunity to endorse the members of the recommended CBWC. They will work with a public engagement consultant who will guide them through a process to develop a brand vision and guiding principles. The second element will be to test the vision and guiding principles in the broader community through public engagement vehicles. The final element will be to validate this work with Council, to ensure that Council's goals are met. The creative consultant will be brought onboard in time to overlap with this

engagement process to ensure they clearly understand the context of the vision and guiding principles, to relate that in the work they will undertake.

Concurrent with the public engagement process for the branding refresh, there will be other public engagement occurring for the Cultural Plan and the Tourism Strategy. This will help to inform the brand refresh and will permit a more cost effective engagement process on the brand refresh.

CONCLUSIONS:

A refreshed brand will not only serve as a key economic development tool but will also help to position proactively the draft tourism strategy. The refreshed brand will help to re-integrate Parks, Recreation and Culture within the City of Maple Ridge and present all departments in a consistent and unified manner. The Implementation Plan provides Council with a road map of actions that can be pursued to refresh the brand over a period of years. Though all three phases of the work anticipated to develop a refreshed brand, launch it, roll it out, and imbedded in the culture of the City are shown, Council need only focus on Phase 1 at this time. Council will have opportunities to provide guidance of key decision points throughout the process this year and in subsequent years. A budget of \$80,000 is requested to undertake the Phase 1 work.

“Original signed by Lino Siracusa”

Prepared by: Lino Siracusa, Manager Economic Development

“Original signed by Kelly Swift”

Concurrence: Kelly Swift, General Manager, Parks Recreation and Culture

“Original signed by Paul Gill”

Concurrence: Paul Gill, General Manager, Corporate and Financial Services

“Original signed by E.C. Swabey”

Concurrence: **E.C. Swabey**
Chief Administrative Officer

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BRANDING IMPLEMENTATION PLAN	BUDGET	TIMING	PROPOSED IMPLEMENTATION PLAN	PARTICIPANTS
Phase 1 – Brand Refresh Development		2017		
1. Establish Brand Advisory Committee <ul style="list-style-type: none"> Form Brand Advisory Committee to drive branding process and strategic direction of the brand Establish cross departmental strategies, direction and framework 	\$0	February	<ul style="list-style-type: none"> A cross departmental Brand Development Team (BDT) will be established to support development of the City brand Terms of reference for the team will be developed and regular meetings will be held to coordinate work and monitor progress The importance of a strong City brand will be communicated to all staff through presentations and other communications BDT members will act as departmental brand ambassadors Regular communications will be provided to staff on progress of brand development The BDT will support this project through the entire process 	Each department will provide strategic direction and have representation on the BDT
2. Clarify City Vision & Aspirations <ul style="list-style-type: none"> Review the City's current vision to explore/ identify reasons for the gaps in perception Undertake visioning process with opinion leaders and the community, use an external facilitator Develop core key messages and proof-points 	\$20,000	March to July	<ul style="list-style-type: none"> Establish a Community Brand Working Group (CBWG) of community leaders to explore the brand vision and guide public engagement Use a facilitator to design and run the public engagement process which would include various touch points with the CBAC and community in general Support the work of the CBWG, by reviewing key City vision documents (e.g. OCP, Master Plans and Strategies) to affirm their alignment and consistency of communications The public engagement undertaken on Cultural and Tourism plans will inform the Branding public engagement Develop core principals to guide the brand messaging and proof points to ensure authenticity Engagement Consultant will validate work with Council's perception of the vision and brand, and refine accordingly 	<p>CBWG composed of 12 to 15 community leaders and interested citizens</p> <p>Council to review / endorse final member selection.</p> <p>Public engagement consultant to be hired to run the engagement process.</p> <p>Council to review / endorse vision and guiding principles and direct moving to the next step</p>

BRANDING IMPLEMENTATION PLAN	BUDGET	TIMING	PROPOSED IMPLEMENTATION PLAN	PARTICIPANTS
Phase 1 – Brand Refresh Development		2017		
3. Develop Brand Story <ul style="list-style-type: none"> Engage creative design agency to develop a strong Brand Story for Maple Ridge including brand positioning, key messages, tone and voice, logo & tagline, brand architecture 	\$40,000	April to Sept	<ul style="list-style-type: none"> Develop terms of references to engage a design agency Vision and guiding principles developed above, serve as the foundation for a brand story Selected agency to develop a brand story and brand guide complete with: positioning, key messages, tone and voice, logo and tag line to support corporate use and any sub-brands required, e.g. tourism Brand story and creative work presented to BDT and CBWG for input. This will include logo options, tag lines, etc. Present to Council 	BDT to develop RFP CBWG to advise on RFP BDT to select the creative firm Council to review / endorse the Brand story and creative interpretations and moving to the next step
4. Develop Brand Guide <ul style="list-style-type: none"> Develop a Brand Guide that builds upon the current Graphic Guidelines document, but also includes brand story, positioning and key messages, graphic standards, voice and tone guidelines, imagery templates, etc. 	\$20,000	April to Sept	<ul style="list-style-type: none"> Incorporate this work in item above RFP Present to BDT and CBWG for input Present to Council 	BDT and CBWG Council to review /endorse Brand guide and moving to the next step
5. Brand Launch and Roll-out plan <ul style="list-style-type: none"> Determine impact desired in launching the Brand and develop a plan to gain maximum cost-effective exposure for the launch of the brand Determine priorities for rolling out the brand over several years, key priority should be visual representation of communications, logo, and strategic direction consistent with telling the brand story. 	\$0	June to Sept	<ul style="list-style-type: none"> Undertake a review of key communications mediums where the brand is represented (e.g. signage, vehicles, on line, collateral and print materials) and assess timing and cost to convert to new graphic and story presentation. Develop a launch plan with a budget for key touch-points and communications strategy and tactics for the launch. Develop a phased roll-out strategy for all brand communications and implementation with associated budget for the roll-out. Present this to Council with budgets for Business Planning and approval. 	BDT Council to review and endorse, for inclusion of budget in 2018 Business Plan and moving to the next step

BRANDING IMPLEMENTATION PLAN	BUDGET	TIMING	PROPOSED IMPLEMENTATION PLAN	PARTICIPANTS
Phase 1 – Brand Refresh Development		2017		
6. Appoint Brand Champion(s) <ul style="list-style-type: none"> Assign people to manage and oversee the implementation of the brand, work with Council and senior management to rally the organization and community at large, train internal staff, act as the advocate and liaison with community partners, and enforce guidelines. and coordinate implementation and evaluation efforts 	\$0	Sept to Dec	<ul style="list-style-type: none"> A Brand Champion(s) will be named, the key role will be to ensure consistency and on-brand messaging and advocating for the brand Each department will have a Brand Ambassador to support the Brand Champion The Brand Champion will coordinate regular meetings and training with the Ambassadors and departments Develop a training program for the brand use and communications 	BDT Brand Champion
Total budget requirements 2017	\$80,000			

BRANDING IMPLEMENTATION PLAN		BUDGET	TIMING	PROPOSED IMPLEMENTATION PLAN	PARTICIPANTS
Phase 2 – Launch and Roll-out the brand			2018		
7. Launch Brand <ul style="list-style-type: none">Generate excitement, positive news and civic pride to launch brand (e.g., the launch might include events, training sessions, website and social media updates, FAQs, video, press release, contest, etc.)	TBD	Q1	<ul style="list-style-type: none">Launch brand as per Council approved strategyBrand launch would include various communications including, presentations, videos, on-line messaging, social media etc.The launch should occur both in the community and elsewhere in Metro VancouverImplement training of key staff to support the launchThe CBAC may also be involvedCouncil will play a central role in the launch activities	BDT, CBWG Council involvement	
8. Roll-Out Brand <ul style="list-style-type: none">Update communications and touchpoints to reflect new brand, and begin to imbed the brand story in strategic discussions and documents	TBD	Q1 to Q4	<ul style="list-style-type: none">Roll-out of the brand as per Council approved strategy.Implement training program of front line staffReport progress to Council	BDT Brand Champion Regular progress reports provided to Council	
9. Brand Performance <ul style="list-style-type: none">Measure success of the brand strategy by looking at reach of brand promotional efforts and indicators that measure change in key strategic outcomes for the CityTake into consideration brand awareness; resident, tourism, Metro Vancouver and economic metrics; as well as stories and intangibles	TBD	Q3	<ul style="list-style-type: none">Establish brand assessment process and metrics and begin to measure on-going brand performance	Brand Champion Brand assessment tool shared with Council	

BRANDING IMPLEMENTATION PLAN	BUDGET	TIMING	PROPOSED IMPLEMENTATION PLAN	PARTICIPANTS
Phase 2 – Launch and Roll-out the brand		2018		
10. Align Brand to Strategic Plans and decision making <ul style="list-style-type: none"> The brand should become imbedded in key strategies and Business Planning offers opportunity for alignment with the brand 	\$0	Q3	<ul style="list-style-type: none"> Strategic Planning for 2019 should reflect the new brand The brand begin to become operationalized in the work of the City 	BDT Council reviews strategic plans and business plans
Estimate of potential budget for Phase 2	TBD			

BRANDING IMPLEMENTATION PLAN	BUDGET	TIMING	PROPOSED IMPLEMENTATION PLAN	PARTICIPANTS
Phase 3 – Departmental roll-out, imbed the brand, monitor and adjust		2019 +		
11. Continue Brand Roll-out in Departments <ul style="list-style-type: none"> ▪ Departmental work plans now incorporate branding, and all staff communicate deliver the brand in their interactions with the public ▪ The brand is imbedded in everything we do 	\$0	2019	<ul style="list-style-type: none"> ▪ Continue to roll-out the brand in departmental work plans ▪ Training and development of all staff ▪ Communications ▪ etc. 	
12. Ongoing Brand Management <ul style="list-style-type: none"> ▪ Ongoing and future initiatives are TBD 	\$0	Ongoing & Future	<ul style="list-style-type: none"> ▪ Assess and adjust communications, messaging, images as required 	
No additional brand specific costs	\$0			

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
MEETING DATE: March 6, 2017
FILE NO:
ATTN: Workshop
SUBJECT: Home Based Business Review Update and Proposed Consultation Program

EXECUTIVE SUMMARY:

In 2014, Council directed the Planning Department to review home occupation regulations as an outcome of the Commercial Industrial Strategy with the following resolution:

That the regulations for home occupation businesses be reviewed.

Following that resolution, the Planning, Economic Development and Licences, Permits and Bylaws Departments have been working in collaboration and a Home Based Business Task Force was established. The intent of the home based business review is to look at ways to update, modernize and improve regulations to better facilitate existing home based businesses and provide greater opportunities for expanding home based business in the City while balancing the needs of the communities in which these businesses exist. The review also seeks to examine City initiatives and services that might foster growth of home based businesses and transition these businesses from the home to storefronts in the community.

This report updates Council on the work that has been completed to date regarding home based businesses, outlines proposed regulatory changes and seeks endorsement on a consultation program.

RECOMMENDATION:

That the “Proposed Consultation Program” section of the report titled “Home Based Business Review Update and Proposed Consultation Program”, dated March 6, 2017 be endorsed.

BACKGROUND:

Home Based Business in Maple Ridge:

In Maple Ridge, a home based business is an operation where a resident carries on a commercial enterprise in the home. There are currently 1,472 licensed home based businesses (City of Maple Ridge Business License Data, 2015). This accounts for 35% of all business licenses in the City and up to 2,900 people who either own or are employed by a home based business, making home based businesses a successful and important part of the City’s economy. While home based business has the potential to grow from small to larger operations, thereby creating jobs and investment in the community, the number of home based businesses in Maple Ridge has remained consistent over the past 10 years with some minor fluctuation and a general upward trend.

The most common type of businesses operating out of the home in Maple Ridge are:

- contractors (e.g. landscaping, trades);
- home and industry services (e.g. cleaning, appliance repair);
- business services (e.g. advertising, administrative);
- community care (primarily home day cares), and;
- education & instruction.

Anticipated future growth areas for local home based businesses include:

- Food and Beverage Services (e.g. catering, bakery);
- Engineering, Science & Technology and Professional Services (e.g. accountant, architect);
- Photography and film (e.g. photo supplies, finishing, production), and;
- Real Estate.

Existing Policy and Regulatory Framework:

Official Community Plan:

Home based business is recognized within the City's Official Community Plan (OCP) policy framework and is supported by the OCP's Section 6.52 Home Based Business, and Policy 6-57, as outlined below:

Policy 6-57 Maple Ridge will support home based businesses as important contributors to the economy, and will facilitate the growth of this sector by reviewing the Zoning Bylaw to incorporate regulations that support and promote home based businesses, and by adopting performance based criteria that minimizes the impacts of home based businesses on its surroundings.

Zoning Bylaw:

Home Occupation is defined as a *business accessory to the use of a dwelling unit or to the residential use of a lot occupied by a dwelling*. This use is permitted as an accessory use in all residential zones. Section 402 of the Zoning Bylaw's General Regulations provides the framework that governs home based business in Maple Ridge. See Appendix A for the existing Section 402 in its entirety.

Commercial Industrial Strategy:

Between 2011 and 2014, the City was engaged in the development of a Commercial Industrial Strategy. In total, nineteen resolutions related to the Strategy were passed by Council between November, 2011 and August, 2014. A review of the regulations for home based businesses was a part of this Strategy, as outlined in the following January 2014 Council Resolution:

That the regulations for home occupation businesses be reviewed.

Additionally, immediate action items were outlined in the Commercial Industrial Strategy Implementation Plan: *Expand permitted uses for home based businesses. To promote Maple Ridge as home based business friendly, building on past success.*

Work to Date:

In 2015, following Council's resolution that the regulations for home based businesses be reviewed, staff undertook the following as a means of identifying the potential areas where regulatory revisions might occur.

- **Background Review:**
 - reviewed past Council Reports related to Commercial Industrial Strategy work and items specific to home based business;
 - reviewed Commercial Industrial Strategy (2014) including implementation plan, and targets.
- **Policy Research:**
 - reviewed current regulations, identified key issues, gaps and opportunities;
 - reviewed policy re: home based business in several comparable lower mainland municipalities identifying best regulatory practices.
- **Internal Meetings with Economic Development and Licenses, Permits & Bylaws Departments:**
 - met with two key departments that work closely with home based businesses to identify current issues and public requests, complaints, etc.;
 - obtained departmental feedback and suggestions.
- **GIS/Mapping and Home Based Business Profile for Maple Ridge:**
 - identified current number and location of home based businesses in Maple Ridge;
 - summarized review of business types, size, number of employees, etc.
- **Draft discussion paper:**
 - compiled research into a discussion paper to facilitate dialogue with the pending task force, representing existing home based business interests and perspectives, towards reviewing home based business procedures and opportunities.

In 2016, the Economic Development Committee was transitioned into three task forces to reflect key directions for the Economic Development Department: Tourism, Technology, and Home Based Business. The Home Based Business Task Force (HBB Task Force) began meeting in the summer of 2016. Since that time, the Task Force has identified three components to address for home based business: regulations, communication, and process. Given the regulatory stream, Planning attended the six Task Force meetings held throughout 2016 and early 2017, circulated the earlier prepared home based business discussion paper and reviewed current and possible new zoning regulations with the HBB Task Force for feedback.

DISCUSSION:

The remainder of this report presents the outcomes from the background research and ensuing discussions with the HBB Task Force, towards identifying possible areas where the City's Zoning Bylaw might be revised to better facilitate home based businesses.

It is also noted that additional reports to Council regarding the work of the HBB Task Force in regards to the communication and process components will be forthcoming through the Economic Development Department.

Potential Changes to Zoning Bylaw Identified to Date:

The following are potential changes to the Zoning Bylaw related to the home based business regulations in the Zoning Bylaw that have been identified to date:

Location and Size of Home Based Businesses:

Home based businesses are currently required to be contained within a dwelling unit, with only a few zones that permit the use in an accessory building. This provision is proposed to be changed to permit home based businesses in either the dwelling unit or an accessory building, in all of the zones where the use is permitted. A dwelling unit may include the principal home, a secondary suite, or a detached garden suite. An accessory building may include a workshop or shed.

The HBB Task Force also identified a challenge with the existing amount of area within a dwelling unit permitted for home based businesses, which is 20% of the gross floor area up to 50 m² (538 ft²). For home based businesses in smaller dwelling units, such as apartment units, a 20% maximum can be limiting. Under the proposed revisions, the maximum area will be increased to 30% for multi-family dwelling units and single family homes on lots less than 1,200 m² in area up to 50 m² (538 ft²). In recognition that larger single family lots have more space allocated for home businesses without disrupting the residential character of a neighbourhood, single family lots over 1,200 m² are proposed to be permitted up to 45% of the gross floor area up to 100 m² (1,076 ft²). Under existing regulations (and intended to be retained), each dwelling unit on a lot is entitled to the same space allocation for a home based business use. As well, it is noted that operations such as family daycares (8 or less children in care), which are licensed under the Community Care and Assisted Living Act, would be exempt from such size limitations.

Expanded Uses:

The range of permitted home based business uses is proposed to be expanded to allow office and non-medical professional services uses that involve up to ten visits from clients per day. Under the current regulations, office uses that generated regular visits from clients were a prohibited home business use, and the regulations did not address professional services. Tutoring and lesson uses are proposed to have an additional four patrons per day, from six to ten. Other new or previously limited uses such as hair dressing; dog grooming; and online, telephone, mail order and other general sales where customers enter the premises to purchase or take possession of goods, are proposed to be permitted under the draft regulations on single family lots greater than 1,200 m² in area.

As identified in the Interdepartmental Implications section of this report, staff across the various departments has different opinions about the proposed expanded range of client trips generated by a home based business, citing concerns about neighbourhood impacts. However, staff do feel consideration of all options is warranted at this time, especially in light of the opportunity to include wider community input and comments.

Additional Employees and Signage:

Further home based business zoning changes include increasing the number of non-resident employees from one to two, provided that an off-street parking space is provided for each employee. Lastly, the number of signs is proposed to increase to three for single family lots 1,200 m² or larger in area, and two for single family lots less than 1,200 m². Home based business signage for multi-family dwelling units will not be permitted in the revised regulations.

New Definitions:

Three new definitions are proposed to clarify home based business regulations: employee, regular visits, and accessory building. These definitions will alleviate confusion and create clarity for the home occupation regulations.

PROPOSED CONSULTATION PROGRAM:

The proposed regulatory changes outlined above draws to a close the initial phases of the home based business regulatory review process. The next phase is intended to discuss the findings with the community to determine if the changes are sound; to identify additional issues; and to fine-tune proposed bylaw amendments.



Prior to preparing formal bylaw amendments for the proposed home based business regulations, wider-community feedback is desired. The consultation process brought forward for Council endorsement includes hosting a public open house that will be advertised in the newspaper and via social media. In addition a questionnaire will be utilized to obtain feedback on the proposed Zoning Bylaw changes. Other forms of distribution for the questionnaire will include the City website and social media platforms, as well as hard copies at the public open house.

In addition to the wider community outreach, staff also suggest connecting with existing home based business owners to increase awareness of the proposed changes and seek input from interested owners. The City collects email address through the home occupation licensing process, although this information is not mandatory. City records indicate that there are approximately 537 current home based business owners that have volunteered their email addresses. These businesses, along with the HBB Task Force, will be directly invited to attend the public open house and provided a link to the online questionnaire.

Following the engagement with the community, Council will gain a summary of the consultation feedback as the process enters its final stages, and determine whether staff should be directed to bring forward Zoning Bylaw amendments.

It is also reiterated that the above illustrated process outlines the work stream for the regulatory review process only. The communication and process components of the overall review of home based businesses in the City will be forthcoming through the Economic Development Department.

INTERDEPARTMENTAL IMPLICATIONS:

Licenses, Permits & Bylaws Department:

The Licenses, Permits & Bylaws Department has been working in collaboration with both the Planning and Economic Development Departments. Reservations were raised by staff from that department about possibly increasing the number of visiting clients to each home based business from 6 to 10; as such occurrences might generate parking impacts within the various neighbourhoods in which home based businesses are located. Existing parking conflicts stemming from the current number of 6 clients permitted per day were noted. As well, based on additional input, unenclosed storage, including the parking of commercial vehicles beyond the current Zoning Bylaw provisions, will continue to not be permitted in conjunction with home business uses due to the number of enforcement complaints presently received.

Economic Development Department:

As the organisers of the HBB Task Force, the Economic Development Department has been actively involved with the review of home based businesses from the regulatory, process and communications perspectives. Further updates from these other two perspectives will be the subject of future reports to Council, outlining the continuing work from the HBB Task Force.

CONCLUSION:

The intent of the home based business review is to look at ways to update, modernize and improve regulations to better facilitate existing home based businesses and provide greater opportunities for expanding home based business in the City while balancing the needs of the residential communities in which these operations exist. The purpose of this report has been to update Council on the work that has been completed to date regarding home occupations, outline proposed regulatory changes for information and seek endorsement on a consultation program. With the presented regulatory changes, such measures represent the first step in an overall home based business review process that is aimed at promoting the City as “home based business friendly”.

“Original signed by Amanda Grochowich” _____ for

Prepared by: Amelia Bowden, M. Urb
Planner 1

“Original signed by Lino Siracusa” _____

Concurrence: Lino Siracusa
Manager of Economic Development

“Original signed by Christine Carter” _____

Approved by: Christine Carter, M.PL, MCIP, RPP
Director of Planning

“Original signed by David Pollock” _____ for

Approved by: Frank Quinn, MBA, P. Eng
GM: Public Works & Development Services

“Original signed by E.C. Swabey” _____

Concurrence: E. C. Swabey
Chief Administrative Officer

EXCERPT FROM EXISTING ZONING BYLAW NO. 3510 - 1985 (Consolidated December 2016)

PART 4: GENERAL REGULATIONS

SECTION 402: REGULATIONS FOR PERMITTED USES OF LAND, BUILDINGS & STRUCTURES

(4) Home Occupation Use:

Where permitted, a Home Occupation use:

- (a) shall be clearly an accessory use to the use of a dwelling unit or to the residential use of a lot occupied by a dwelling;
- (b) shall be entirely enclosed within:
 - (i.) the dwelling unit; or
 - (ii.) a building in RS-2, RS-3 or A zones only;
- (c) shall not occupy more than:
 - (i.) 20% of the gross floor area of the dwelling unit up to 50 m² in total; or
 - (ii.) 20% of the gross floor area of the building or buildings up to 50 m² in total in all buildings in RS-2, RS-3 or A zones only;
- (d) shall be conducted by residents of the dwelling unit, except that only one person who is not a resident may be employed on the lot;
- (e) shall not involve the unenclosed storage or display of raw materials, components, or stock-in-trade;
- (f) shall not involve internal or external structural alteration to the principal building, and there shall be no exterior indication that the building is used for a purpose other than a residential use except for one sign in accordance with Maple Ridge Sign Bylaw No. 4653-1992;
- (g) shall not involve more than one vehicle used in connection with the home occupation and no such vehicle shall be in excess of 3630 kg gross vehicle weight;
- (h) shall not involve:
 - (i.) occupations that discharge or emit odorous, noxious or toxic matter or vapours, heat, glare, noise or radiation, or recurrently generated ground vibrations;
 - (ii.) occupations that result in traffic congestion, on-street parking, electrical interference, fire hazard or health hazards;
 - (iii.) the use of mechanical or electrical equipment except as is ordinarily employed in purely domestic and household use or recreational hobbies or office uses;
 - (iv.) the salvage, repair, maintenance or sales of motor vehicles or motor vehicle engines or parts;

- (v.) beauty parlour, barber shop, massage parlour and animal grooming service in other than the RS-2, RS-3, A-1, A-2 and A-3 zones;
 - (vi.) tutoring or lessons for more than two classes per day to a maximum of six students per day;
 - (vii.) orchestra and band training;
 - (viii.) office uses that generate regular visits by clients;
 - (ix.) public assembly use;
 - (x.) telephone or mail order sales of goods where customers enter the premises to inspect, purchase or take possession of goods;
 - (xi.) a family daycare use in the RM2, RM3, RM5, C and CS zones; and
 - (xii.) sale of goods or products.
- (i) shall comply with the off-street parking requirements of "Maple Ridge Off Street Parking and Loading Bylaw No. 4350-1990" as amended.